HEADQUARTERS
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DMAIL Regulation 350-2

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Training

TRAINING MANAGEMENT

SUMMARY.

Training Management is the key to effective training. This regulation supplements the guidance contained in FORSCOM/ARNG/USAR REG 350-2, dated 27 October 1999, and provides implementation instructions for the FM-25 Series publications. This regulation additionally provides detailed guidance on training management within the Illinois Army National Guard (IL ARNG).

This regulation is applicable to everyone in the IL ARNG.

Internal Control System. This regulation is subject to the requirements of AR 11-2 and contains internal control provisions.

This regulation supersedes DMAIL REG 350-2 and change 1, dated 1 May 1997.

SUMMARY OF CHANGES

This Revision --

? Change into a two column format
? Add guidance for training levels – paragraph 1-7
? Updated commander's responsibilities – paragraph 2-3
? Deleted NCO channels responsibilities
? Add leaders responsibilities – paragraph 2-4
? Revised the Full Time Support (FTS) training personnel responsibilities – paragraph 2-5
? Re-wrote Chapter 3, Mission Essential Task list (METL)
? Deleted the Task, Conditions, Standards for Mobilization/Deployment of the Force
? Updated Refresher training & briefing – paragraph 4-2f(2)
? Add long range training strategy – paragraph 6-6
? Re-wrote and revised Chapter 8, Training Management
? Re-wrote Annex D and integrated it into Chapter 8
? Updated Charter 11, Organization of the Plans, Operation, Training and Military Support
? Updated Annex A, Training References
? Updated Annex C, Reports Control Chart
? Updated glossary

Please forward all recommendations for changes to DMAIL-PTT.

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CHAPTER 1 GENERAL

1-1. Purpose and Applicability This regulation provides specific operational training guidance for all members of the IL ARNG and supplements the guidance contained in FORSCOM/ARNG/USAR REG 350-2, and FM-25 Series publications. This regulation is applicable to all soldiers of the IL ARNG. Request for exception to policy contained within this regulation must be submitted through the chain-of-command to DMAIL-PTT.

1-2. References: See Annex A.

1-3. Explanation of Abbreviations and Terms: All abbreviations and special terms used in this regulation are explained when they first appear, are repeated in the glossary, or are found in FM 25-101.

1-4. Illinois Army National Guard (IL ARNG) Training Strategy:

a. Training is the central and primary task of all IL ARNG leaders in peacetime. A well-planned yearly training program that is professionally executed, and evaluated at unit, platoon, section, squad and individual levels will ensure other aspects of unit operations are successful. **Training management is the core of effective unit training.**

b. The IL ARNG training policy is based on centralized planning and control with decentralized execution. Well-planned and supervised training has these advantages:

(1) It places authority and responsibility at the lowest command element capable of effectively managing training.

(2) It tailors training to specific individual and collective tasks that support the unit's wartime mission.

(3) It applies limited resources, e.g. money, training areas, and time to unit priority training needs.

(4) It trains junior leaders, both officers and Noncommissioned Officers (NCO), by involving them in managing the training of their subordinates.

c. Leaders at all levels must become personally involved in the training management process. All leaders must set the example and be present to conduct, supervise and evaluate training.

d. Officers and NCOs must be technically and tactically proficient.

e. Training will be conducted under realistic tactical field conditions when appropriate. Combat Arms (CA), Combat Support (CS), and Combat Service Support (CSS) units are included in this requirement.

f. Emphasis on operator and organizational maintenance is an essential element of a successful training program. Maintenance will be scheduled on the Yearly Training Calendar (YTC) for execution

during IDT and Annual Training (AT) periods. Commanders and staff officers must become thoroughly knowledgeable in all aspects of maintenance. Maintenance periods must be well planned, executed, supervised, and evaluated.

1-5. Training Objectives: The Adjutant General (TAG) Illinois has established the following objectives:

a. Commanders/Unit Leaders will conduct METL based training that is performance oriented, resourced, and standards focused resulting in the unit meeting or exceeding its published training readiness goals.

b. The readiness objective for each unit is to mobilize, deploy, and successfully execute its wartime missions.

c. Specific training objectives are as follows:

(1) Deployable units must be prepared to successfully execute its wartime missions by the earliest available date.

(2) Uncommitted deployable units must be prepared to meet an assumed earliest available date of D+60.

d. All commanders will strive to reach their Authorized Level of Organization (ALO). Once achieved, they will strive for higher ALOs within resource constraints.

1-6. Training Standards: Commanders must insist and ensure that training is executed to the standards established in the appropriate regulations. (e.g. Army Training and Evaluation Program (ARTEP), Mission Training Plan (MTP), or approved Army Training Plan).

1-7. Training Levels: Infantry will focus on platoon maneuver training during premobilization. All other CA and CS/CSS units will train to company/battery level during premobilization. These units may move to higher level collective training after attaining proficiency on the tasks that support the company/battalion METL tasks.

1-8. Training Time Management: Red, Amber, and Green.

a. Consistent with the philosophy contained in FM 25-101, commanders will incorporate the concept of red, amber, and green into their training programs. The definitions for these training cycles are listed below:

(1) RED - Red time will be reserved for administrative functions and those activities which would otherwise siphon off soldiers from collective training. During red time, the training focus will be on administrative task completion with “opportunity” individual training and maintenance activities supplementing these tasks. Example of activities to be scheduled and conducted during red time include:

(a) Briefings

(b) Medical Requirements

(c) Inspections

(d) Mobilization Exercise (MOBEX)

(e) Maintenance Training

(f) Driver Training

(g) Annual Inventors and Shakedowns

(2) AMBER - Amber time will be used for intensive individual training, and for squad, section and special-team drill training. The assumption here is that there will be occasional administrative functions during this time. The goal during amber time is to make the maximum number of soldiers available for training. Examples of amber time activities include:

(a) Individual Training:

1) Training Set Fire Observation (TSFO)

2) Common Task Testing (CTT)

3) Nuclear, Biological, and Chemical (NBC) training for teams and individuals

4) Army Physical Fitness Testing (APFT)
5) Civil Disturbance Training

6) Maintenance Training

7) Driver Training

8) Individual and Crew-Served Weapons (CSW) Qualification

(b) Training Exercise:

1) Staff Training Exercise (STAFFEX)

2) Command Post Exercise (CPX)

3) Training Exercise Without Troops (TEWT)

4) Individual Readiness Training
Schools (IRTS)

5) Weekend Training Site (WETS) with Focus on squad/section/special teams drill training.

6) Junior Leader Training (JLT)

7) Shakedowns

(3) GREEN - Green time is reserved for collective training. Administrative tasks will not be planned. Individual training will still be ongoing, but the commander will accomplish this in a concurrent training mode. The emphasis will be on squad and platoon tasks that support the company METL. The maximum number of troops must be available for training. Examples of green time activities include:

(a) Annual Training

(b) Field Training Exercise (FTX)

(c) ARTEP Training

(d) Live Fire Exercise (LFX)

(e) WETS (focus on platoon/section level training)

(f) Situational Training Exercise (STX)

(g) Shakedowns

b. To implement this concept requires the cooperation of all commanders and unit leaders. Brigade commanders will specify times that will be shown as red, amber, and green on their Yearly Training Calendars (see Chapter 8). The intent of this concept is to **MINIMIZE** training detractors and **MAXIMIZE** training participation.

1-9. Safety: See Annex B. Commanders/Unit Leaders will conduct effective safety awareness and risk management resulting in no Class A or B accidents.

CHAPTER 2 TRAINING RESPONSIBILITIES

2-1. The Adjutant General (TAG): TAG is responsible for those issues contained in para 2-6 FORSCOM/ARNG/USAR REG 350-2. TAG yearly guidance will be provided in the DMAIL Circular 350-XX-3, Training.

2-2. Director, Plans, Operations, Training And Military Support (POT&MS): The Director POT&MS is responsible for the following:

a. Publish training guidance In Accordance With (IAW) current Department of the Army, National Guard Bureau, and TAG directives. This guidance will be in the form of DMAIL Regulations, Circulars, Pamphlets, and Memoranda of Instruction.

b. Coordination and preparation of the Annual Training site plan for approval by First U.S. Army (FUSA).

c. Assisting units in receiving their WARTRACE higher headquarters METL and in obtaining approval of the unit's METL.

d. Providing resources and training assistance to units.

e. Coordinating assistance requests to agencies outside the IL ARNG.

f. Performing management oversight of subordinate units to insure compliance with all published training directives.

g. Implementing actions that improve overall training readiness.

h. Providing administrative services by processing soldiers' applications for training and requests for orders.

i. Maintaining staff proponency for the Illinois RTI and related courses.

2-3. Commanders: Commanders at all levels are responsible for training readiness in their organizations. Incumbent with this, commanders must:

a. Comply with published training regulations and directives. Commanders at all levels must be familiar with the guidance found in FM 25-101, Chapter 1.

b. Provide long range, short range, and near term training guidance. The commander will base his training guidance on the unit METL and WARTRACE higher headquarters requirements. The commander's guidance enables the production of all required training management documents IAW Chapter 8.

c. Monitor and ensure all assigned soldiers are qualified in their Military Occupational Specialty (MOS) through the most expedient and appropriate method.

d. Reduce personnel turbulence caused by soldiers qualified in one MOS being assigned to another (where Primary and Duty MOS are not the same on the Unit Manning Report (UMR)).

e. Ensure that all training is properly planned, resourced, supervised, rehearsed, executed, and evaluated.

f. Ensure individual and collective training is challenging and performed to standard.

g. Ensure that all available soldiers attend training conducted during IDT and AT.

h. Make recommendations through the chain-of-command on ways to improve training.

i. Ensure training detractors are minimized and training time is maximized.

j. Review training of subordinate organizations to ensure compliance with published training guidance and regulations.

k. Identify problems in individual or collective training and take corrective actions.

l. Ensure that soldiers attending a ATTRS school, report to training with a properly completed pre-execution checklist. See figure 2-1.

2-4. Leaders: All leaders must require their subordinates to understand and perform their roles in training. The commander assigns primary responsibility to train sections, squads, teams, and crews. Additionally, all leaders must:

a. Train the combined arms team to be proficient on its mission essential tasks. This includes training soldiers, leaders, subordinate units, and supporting elements.

b. Centralize training planning to maintain unit focus on the wartime mission.

c. Decentralize execution to allow subordinate leaders the flexibility to focus training on their units' strengths and weaknesses.

d. Establish effective communications at all levels. Training meetings, briefings, and After Action Reviews (AAR) are the primary forums for the exchange of training information among leaders.

e. Demand training standards be achieved. They must:

(1) Plan time for additional training to allow for tasks not performed to standard.

(2) Plan to train a realistic number of tasks during a training event. *Soldiers will remember the enforced standard.*

f. Understand the role of the NG and the nature of the NG training environment. NG units are required to train to the same standard on each task as Active Component (AC) units. However, they train fewer tasks because of:

(1) Reduced training time.

(2) Geographical dispersion.

(3) Availability of equipment for training.

(4) Adequate training areas.

g. Plan and conduct "opportunity" training during lulls in scheduled training events. Opportunity training typically uses the MOS specific Soldier Manual (SM) or the Soldier Manual of Common Task (SMCT) as the outline/guide. Refer to paragraph 4-2h for more information about opportunity training.

h. Become familiar with and counsel soldiers on educational and training requirements for present assignment and career management.

i. Provide an assessment of individual training, which supports collective training task, to the chain-of-command.

2-5. Full Time Support (FTS) Training Personnel: FTS Training Officers, Operation NCOs, Training NCOs, Readiness NCOs, and NBC NCOs are responsible for day-to-day operational activities relating to training. As the individual who provides continuity to the command in training matters, the following are the FTS major responsibilities:

a. IAW chapter 8 and your commander's guidance, prepare brigade or battalion training circulars and yearly training calendars.

b. Prepare unit training schedules. Ensure they are complete, accurate, and submitted in a timely manner and distributed to key personnel.

c. Prepare, review, and approve/disapprove Requests for Orders for schools, unit exercises, and special training.

d. Advise the commander and other unit leaders on training issues and recommend–courses-of-actions to enhance the unit.

e. Track the training status of each soldier within the unit, ensuring soldiers are Military Occupational Specialty Qualified (MOSQ) in their assigned positions. Determine the training method, the proposed training dates, and the projected MOSQ date for all non-MOSQ soldiers.

f. In coordination with the administrative and logistics FTS personnel, trainers have the overall responsibility for preparing, maintaining, and reviewing the following items:

(1) Unit mobilization file.

(2) Post-mobilization Training Support Requirements (PTSR), FORSCOM Form 319-R.

(3) Status of Resources and Training System (SORTS) reporting.

(4) Requests for training resources required for IDT and AT periods.

g. Forecast, requisition, and maintain proper accountability of ammunition resources IAW the Training Ammunition Management Information System (TAMIS) and published directives.

h. Maintain and review individual training records IAW Chapter 4 and AR 25-400-2.

i. In concert with the NCO chain-of-command, serve as the principal Individual Training and Evaluation (ITEP) advisor to the commander:

(1) Recommend ways to improve soldier proficiency in common task and assigned MOS.

(2) Complete all actions necessary for CTT testing.

j. Is the principal point-of-contact for:

(1) WARTRACE Planning

(2) METL preparation, submission, and approval

(3) Readiness Management Period (RMP) and authorized manday usage and tracking; e.g. ATMS and Additional AT mandays etc.

k. Specifically manage the training documentation supporting:

(1) Physical Fitness Program

(2) Weapons Qualifications

(3) Training Evaluations

(4) Training Meetings and Unit Training Assembly (UTA) Files

l. Advise commander to ensure organizational adherence to this regulation and all published training guidance.

m. Coordinate external training support resources; e.g. Training Support Brigade, Training and Audiovisual Support Center (TASC), and 85th Division (Exercises).

n. Meet all published suspense dates.

o. Represent the command at meetings, workshops, and conferences.

2-6. Individual Training Responsibilities: Individuals are responsible for:

a. Meeting all pre-requisites for requested schools and courses. i.e. APFT and weight control

b. Attaining MOS qualification within 12 months of assignment to the unit.

c. Attaining and maintaining the highest level of technical and tactical proficiency within their MOS, duty position, and grade.

d. Attending all scheduled AT, IDT, Active Duty Special Work (ADSW), RMP and training sessions.

e. Attaining the appropriate Noncommissioned Officer Education System (NCOES) or Officer Education System (OES) and civilian education level of proficiency required for their respective rank.

f. Performing assigned training duties: e.g. instructor, assistant instructor, Noncommissioned Officer in Charge
(NCOIC), and Officer in Charge (OIC).

CHAPTER 3 MISSION ESSENTIAL TASK LIST (METL)

3-1. Development of METL:

a. **The unit METL is the foundation of all training!** It is a collection of missions a unit needs to train on in order to accomplish its wartime mission. The METL will be developed for all Modified Table of Organization and Equipment (MTOE) and TDA organizations utilizing FORSCOM Form 1049-R (Part IV). METL development will be IAW FORSCOM REG 220-3.

(1) The term WARTRACE is synonymous with the term wartime higher headquarters.

(2) State Active Duty missions; e.g., execute assigned Operation Plan (OPLAN) for Military Support to Civil Authorities, perform support to civil agencies IAW the State Active Duty Plan (SADP), etc., will not be included on the unit METL.

(3) MTOE unit METLs must support their WARTRACE higher headquarters' METL. Brigade and battalion commanders must provide their approved METL to their subordinate units.

(4) Do not prioritize the METL and revise it only when the units' mission changes. The unit commander will update his training assessments at least quarterly or before and after a major training event.

(5) TDA organizations will develop their METL as follows:

(a) State Area Command (STARC) - IL METL will be based upon the FUSA METL and will include tasks for DET 4 and DET 5 STARC.

(b) The Illinois RTI will base their METL on guidance received from TRADOC, which has the regulatory responsibility to identify, document and develop TASS mobilization missions [TR 350-18 paragraph 2-1 (b) (4)].

(6) The Deputy STARC Commander will:

(a) Ensure METL guidance is provided to the 144th Army Band.

(b) Review and approve the 65th Troop Command Brigade and DET 6, STARC METLs.

b. Formally request WARTRACE METL through their peacetime chain-of-command. A copy of this memorandum will be maintained in the collective training binder. The DMAIL-PTT is the proponent for assisting units in the METL approval process.

(1) Prepare a unit METL based upon the commander's assessment of the probable unit mission considering:

(a) Unit WARTRACE guidance

(b) Unit ARTEP-MTP

(c) Unit Wartime Missions, OPLAN, or Directives from higher headquarters.

(d) Doctrinal literature

(e) Battle Book information.

(2) When WARTRACE guidance is not available, attach a cover letter to the developed METL, clearly stating this fact. These METLs will be submitted to the next higher peacetime command for approval, pending receipt of WARTRACE guidance.

3-2. Determination of Tasks Supporting the METL:

a. Once the METL is tentatively approved, supporting collective and battle staff tasks must be determined

b. Using the appropriate unit ARTEP-MTP the commander will turn to the Mission-to-collective task matrix to identify collective supporting tasks. Due to resource constraints the commander will focus on those tasks that support more than one mission. Those tasks will be identified as "high pay off" and will be listed as the METL supporting tasks.

c. Battle staff tasks are a subordinate component of collective tasks. Both are derived from the unit METL and both are based upon the mission-to-collective-tasks matrix found in most ARTEP-MTP. Collective and battle staff tasks (for HHC/HHD) will be:

(1) Determined from the applicable unit ARTEP-MTP.

(2) Recorded in Part IV of the Training Assessment Model (TAM).

(3) Selected for training as part of the command strategy to train METL tasks.

(4) Assess the METL quarterly and then before and after a major training event.

d. Each battle staff section should have a separate battle staff book which includes all T & EOs for all assigned battle staff tasks. Key staff officers should update their battle staff book quarterly and then before and after a major training event.

3-3. METL Approval Process: Within 60 days of the receipt of the WARTRACE headquarters METL, commanders will develop the unit METL IAW paragraph 3-1 and submit the draft METL for approval to the WARTRACE command as follows:

a. Commanders will prepare and forward for approval, their unit METL within 60 days of the receipt of their WARTRACE higher headquarters METL or within 60 days of unit activation through the chain-of-command to DMAIL-PTT. DMAIL-PTT will in turn, review these METLs and forward to the appropriate WARTRACE headquarters for approval, or return to the unit for corrections.

b. All IL ARNG units not affiliated with the 66th Brigade, whose Unit Identification Code (UIC) ends in AA, will submit their proposed METL (with an enclosed copy of their WARTRACE headquarters METL or WARTRACE request letter) through their peacetime chain-of-command. Intermediate peacetime commanders will review the METL and within 30 days of receipt, either forward it to DMAIL-PTT or return it to the unit with recommendations. DMAIL-PTT will review the METL and either return it to the chain-of-command with recommendations or submit it to the WARTRACE headquarters.

c. Peacetime units of the 66th Brigade will submit their unit METLs to the next higher commands for approval. The Brigade commanders are the approving authority for their subordinate units METLs. Provide DMAIL-PTT a copy of these approved METLs. Headquarters, 66th Brigade will submit their METL, through DMAIL-PTT, to their WARTRACE command.

d. METLs forwarded from DMAIL-PTT to WARTRACE headquarters will be considered tentatively approved.

3-4. Use of the Approved METL: The approved METL will be used as the foundation for all unit training. Collective unit training must be directed towards the successful accomplishment of METL tasks. Supporting collective tasks will be identified and trained on at all succeeding levels of command, down to squad level. Individual tasks supporting the collective training task will be identified, trained, and evaluated to the standards listed in the appropriate level SM.

CHAPTER 4 INDIVIDUAL TRAINING

4-1. Purpose: Soldiers with solid soldiering skills, who are proficient in their MOS and common tasks, are the foundation of a successful unit. Without such soldiers, the unit is destined to failure. Individual training is "Sergeants Business"! Only when a soldier's First Line Supervisor (FLS) takes an active interest in the soldiers personal well being and professional development, will effective training be achieved. Responsibility for individual training does not stop with the NCO. The commander must provide clear guidance and resources to ensure successful training. Most significant among these resources are adequate time and a stable training environment free from distractions. Finally, the unit leaders must supervise and provide constructive feedback to the FLS. In short, all unit leaders must view their role in individual training as that of training the trainer, and of developing a professional and responsive NCO Corps within the unit.

4-2. Individual Training Requirements: AR 350-41, Training in Units, outlining responsibilities and procedures for managing and administering all Individual Training Programs.

a. CTT:

(1) Commanders will ensure that all enlisted soldiers through the grade of SFC, warrant officers, and officers through the grade of captain take the CTT biennially. CTT will be identified in the Yearly Training Plan and conducted IAW TY-XX CTT notices.

(2) Commanders will incorporate the CTTs which are passed by less than 60 percent of the tested population or the five CTTs task which are mostly missed into subsequent Yearly Training Plans. FLS will conduct refresher training on these deficient tasks.

b. MOS training:

(1) MOS qualification

(a) Sources of MOS qualification include Advanced Individual Training (AIT) and One Station Unit Training (OSUT), Active Component (AC) service schools, United States Army Reserve (USAR) Training Battalions, and ARNG RTI.

(b) Availability of courses, course dates, and locations are contained in Army Training Requirement and Resources System (ATRRS). The information is normally available by February or March for the upcoming training year.

(c) Commanders must ensure that all soldiers are MOS qualified in their duty MOS within 12 months of assignment to the unit. Commanders will establish and the unit Readiness NCO will maintain a method to track all soldiers who are not duty MOS qualified.

(2) The unit senior NCO has the responsibility for MOS refresher training that sustains and improves a soldier's MOS proficiency. Normally, this training will be integrated into collective mission-oriented training. The FLS will maintain progress records of individual's training performance.

c. The Commander will evaluate a portion of the ITEP by focusing on a specific common task, which was performed by the majority of the unit, and evaluating it in a hands-on environment during collective training. Unit commanders will do a commander's assessment IAW Chapter 7, AR 350-41. This is an informal evaluation, and does not require documentation.

d. Detailed procedures for conducting a unit's Physical Fitness Program are listed in AR 350-41, and for procedural guidance, FM 21-20.

e. Weapons Qualification requirements are listed in Chapter 7.

f. Common Military Training

(1) Refresher training in military justice, code of conduct, The Law of War, service benefits, standards of conduct, drug and alcohol abuse, equal opportunity and moral leadership and responsibility will be conducted IAW Chapter 13 and Appendix B of AR 350-41. Common Military Training will be conducted during "red" cycles.

(2) Listed below are the frequency and reference for those common military topics required by TAG. Giving summary handout information packets to individual soldiers can complete refresher training.

TOPIC	FREQUENCY	REFERENCE
The Law of War	Annual	TC 27-10-3
Standards of Conduct	Annual	DOD 5500.7-R
SAEDA	Annual	AR 381-12
Mobilization Briefing	Annual	ILLINOIS MOB PLAN
Civil Disturbance	Annual	FM 19-15 & DMAIL 350-TY-10
COMSEC	Prior to AT	AR 380-40
Intel Oversight	Annual	AR 381-10, 4-2 (F)(2)
OPSEC	Prior to AT	AR 530-1
Safety Briefing	Prior to FTX, AT, Ranges	AR 385-10 & AR 385-55
Convoy Briefing	Prior to Road March	AR 55-1 & DMAIL 55-1
Heat/Cold/Hearing Injury Prevention	Prior to AT	AR 40-5

Code of Conduct/SERE	Prior to AT for Combat Arms & Prior to OMS	AR 350-30
Equal Opportunity	Annual*	TC 26-6
Sexual Harassment	Annual*	MISC PUB 608-12
Drug & Alcohol Abuse	Annual	AR 600-85
Command Information Program	TAG/CMDR'S Discretion	AR 360-81

*Conduct annually if Equal Opportunity and Sexual Harassment are conducted separately. Conduct semi-annually if they are conducted together.

(3) Designated units will conduct Civil Disturbance Training IAW DMAIL Circular 350-XX-10.

g. DMAIL Pam 350-20, Non-Prior Service Training Program, provides guidance and topics for conducting Pre-Initial Entry Training (IET). The unit leaders will maintain a system that documents the progress of all soldiers participating in Pre-IET Training.

h. Leaders will conduct "opportunity" training during lulls in scheduled training events. Opportunity training is synonymous with the term hip pocket training and is designed to enhance soldiers' common task and MOS skills. Leaders should conduct opportunity training on tasks where individual training weaknesses were identified.

i. FORSCOM/ARNG/USAR REG 350-2 and DMAIL Circular 350-XX-3 prescribe maintenance training requirements at the user level, and for Direct Support and General Support maintenance organizations. All time requirements for maintenance training are accumulative and need not be completed in consecutive time periods. They can be accomplished during several blocks of instructions.

4-3. Enhancement Training:

a. Information relating to school courses and other training opportunities will be published by DMAIL-PTT. Course information is available through ATRRS and e-mail messages.

b. Army schools such as the Master Fitness Course, Air Assault School, and Ranger School may be requested using the procedures discussed in Chapter 9. These types of schools are subject to availability of funds. Soldiers will not be allowed to attend these schools at the expense of higher priority requirements e.g. MOS related courses, NCOES, and OES.

4-4. Individual Training to Support Unit METL: Quality individual training ensures the unit is able to perform its wartime mission. Therefore, the commander must understand the link between individual training and effective collective training which supports the unit wartime mission. ARTEP-MTP

identifies METL supporting individual leader tasks. The unit leaders must ensure that soldiers are proficient in these supporting tasks.

4-5. Individual Readiness Training School (IRTS): These schools provide specialized individual training where the chain-of-command identifies a need.

a. Commanders may conduct IRTS in an ADSW status if funds are available. The training must round-out individual training requirements and provide training oriented to specific missions, organization and equipment. IRTS must be approved by DMAIL-PTT. Therefore, submit requests for IRTS through the channels to arrive at DMAIL-PTT Not Later Than (NLT) 120 days before proposed instruction.

b. The following are prioritized IRTS subjects:

(1) Safety

(2) Enhancement of MOS specific skills

(3) Leadership training

(4) Correction of individual training deficiencies

(5) Initial training requirements for new or displaced equipment programs.

c. An IRTS will meet the following criteria.

(1) The schools must have a stated objective, documented POI and training schedule, showing daily and hourly training, and prepared IAW NGR 351-1, Individual Military Education and Training.

(2) It is recommend that IRTS be at least 8 hours in duration.

(3) IRTS conducted over two or more successive weeks will not include weekends or holidays as part of the training period, unless eight hours of POI training are scheduled for those days.

d. Submit the original and one copy of your IRTS request to DMAIL-PTT. See Figure 4-1 for the IRTS format

(1) The POT office will assign an approved IRTS a training event reference number (i.e., TY-XX). Use this reference number to inquirer or receive detailed information (i.e. Request For Orders (RFO) instructions) about an IRTS.

(2) RFOs will be submitted using the procedures discussed in Chapter 9, para 9-7, and in the Automated Funds Control and Order System (AFCOS) SOP.

4-6. Individual Training File (ITF): All FTS trainers at the company, battery, or detachment level will maintain a training record on all assigned and permanently attached personnel. ITFs will be maintained

IAW AR 25-400-2, The Modern Army Record Keeping System (MARKS), App B. The files will be labeled 350-37a, ITF.

a. The FTS training NCO will maintain the results for the CTT, NBC, Marksmanship Qualification, and APFT in either the ITF or in separate binders for each event.

b. The individual's training file will be transferred directly from the losing command to the gaining command upon transfer of the soldier.

c. When individuals are separated from the IL ARNG, the unit will forward only those training documents specified by AR 640-10 to the Personnel Service Center for incorporation into the individual's military personal record jacket. Remaining documents may be destroyed.

d. In addition to those documents already cited, the ITF will include other documents such as:

(1) Certificates of completion and DD Form 1059.

(2) Special Duty Records. (e.g. Individual Jump Records and DD Form 1307)

INDIVIDUAL READINESS TRAINING SCHOOL REQUEST FORMAT

UNIT HEADING

OFFICE SYMBOL DATE

MEMORANMDUM THRU: (Channels, e.g.) BN/BDE

FOR Department of Military Affairs, ATTN: DMAIL-PTT, 1301 N. MacArthur Blvd, Springfield, IL 62702-2399

SUBJECT: Request for Individual Readiness Training School - (Name/Title of Training)

1. Request authority to conduct the following Individual Readiness Training School:

a. Designation of Army National Guard Host Unit.

b. Name and type of training (see paragraph 4-5b)

c. Location of proposed training.

d. Dates of proposed training.

e. Statement as to why this training cannot be accomplished as part of IDT or annual training.

f. Statement that the course is MOS enhancing, or provides training in a required skill or specialty. Must include full justification of course.

g. Number of personnel to attend (students and staff/support).

	ADT	AT	IDT	TECH	AGR	OTHER
OFF	_____	_____	_____	_____	_____	_____
ENL	_____	_____	_____	_____	_____	_____

 Figure 4-1 cont.

OFFICE SYMBOL
SUBJECT: Request for Individual Readiness Training School - (Name/Title of Training)

h. Number of personnel requiring overnight lodging if government quarters are not available (Identify number of personnel outside normal commuting distance of 1 hour travel time or 50 miles).

	ADT	AT	IDT	TECH	AGR	OTHER
OFF	_____	_____	_____	_____	_____	_____
ENL	_____	_____	_____	_____	_____	_____

i. Estimated cost to support the proposed training.

P&A _____

Per Diem _____

Travel _____

Totals _____

j. Are government quarters available?

k. Are government rations available?

l. POI, see enclosure 1.

m. Training schedule, see enclosure 2.

Encls
as

Unit Commanders
Signature Block

CHAPTER 5 LEADER DEVELOPMENT

5-1. Purpose: In order to maintain combat and state active duty readiness, commanders must develop technically and tactically competent leaders who have confidence in themselves and their subordinates. They have to be able to execute doctrine. The IL ARNG Leader development program centers on institutional training, operational assignments, and self-development. NGB Regulation 600-100 prescribes the educational requirements for officers. NGB Regulation 600-200 prescribes the educational requirements for enlisted soldiers. AR 350-41, paragraph 6-1 details the leader development process.

5-2. Unit Leader Development:

a. All Brigade and Battalion commanders will develop a structured leader development program. The commander of STARC (-) will also develop and implement a leader development program. These programs must address officers, warrant officers, and NCOs and must be published, disseminated and understood by all leaders within the command. Unit leader development programs must be IAW the guidance in AR 350-41, paragraph 6-2.

b. FM 25-101, Appendix B gives an example of unit leader development programs.

5-3. Required Documentation:

a. Company and detachment commanders (to include HHC or HHD) will develop and maintain binders to document their monthly Officer Professional Development Program (OPDP) and Noncommissioned Officer Development Program (NCODP).

b. OPDP subjects will be published on unit monthly training schedules. Subjects will be battle focused and must support the units METL. Units' OPDP binders will conform to this regulation, and as a minimum contain the following items:

(1) A copy of NGB Pam 600-3.

(2) Higher headquarters OPDP guidance.

(3) Unit commander OPDP guidance

(4) OPDP topic list for current year.

(5) A roster of unit officers and a tracking system to monitor their Officer Professional Development progress, to include civilian and military education.

c. NCODP subjects will be published on unit monthly training schedules. Subjects will be battle focused and support the unit's METL. These subjects should enhance the professional development and upward mobility of the soldier. Unit NCODP binders will contain the following items:

(1) A copy of AR 350-17 with Forscom Supp 1

(2) Higher headquarters NCODP guidance.

(3) Unit commander approval of NCODP guidance from the Senior NCO in the unit.

(4) NCODP topic list for current year.

(5) A roster of all unit NCOs and a tracking system to monitor their NCODP progress, to include civilian and military education.

d. Critical leader tasks that support the unit METL will be identified for each leadership position. These tasks become the foundation for an effective leader development program.

e. Each commander will maintain a sponsorship binder as outlined in DMAIL Regulation 601-2 for all new members. Additionally, each commander will develop a program to orient each new prior service soldier into unit level leadership positions.

5-4. IL ARNG Reading Program: The following is a recommended reading list for all leaders:

AR 350-41 Training In Units

FM 22-100 Army Leadership

FM 7-0 Training The Force

FM 25-101 Battle Focused Training

FM 3-0 Operations

TC 25-20 A Leader's Guide to AARs

TC 25-30 A Leader's Guide to Company Training Meetings

FORSCOM REG 220-3 Reserve Component Training Assessment

FORSCOM/ARNG/USAR REG 350-2 RC Training

Illinois State Active Duty Plan

Unit Tactical Standard Operating Procedures

DMAIL Cir 350-XX-3 Training

CHAPTER 6 COLLECTIVE TRAINING

6-1. Battle Focus: The concept used to derive peacetime training requirements from wartime missions is called Battle Focus.

a. This concept guides the planning, execution, and assessment of each organization's training program. This concept:

(1) Ensures soldiers will train as they will fight.

(2) Allows all commanders to allocate resources for training based on wartime mission requirements.

(3) Enables commanders and staffs to structure a training program that copes with non-mission related requirements while focusing on mission essential training activities.

(4) Is realistic and recognizes that a unit can not attain proficiency to standard on every task due to time and other resource constraints.

b. It is important to understand the responsibility for, and the linkage between, the METL, supporting collective, and individual tasks.

(1) Senior NCOs will select the specific individual tasks that support the collective tasks identified on the unit's FORSCOM Form 1049-R, part IV.

(2) NCOs have the primary role in training and developing individual soldier skills at all levels.

(3) Officers and NCOs are responsible to ensure that training is conducted to standard.

c. All periods of collective training will conclude with an AAR! This process is discussed in para 8-5.

6-2. Collective Training: Collective training requirements are determined from the approved METL. Collective training tasks that are properly identified, trained, and evaluated will ensure unit accomplishment of METL tasks, which in-turn will ensure unit success in combat.

6-3. Annual Training: periods will be devoted to collective wartime mission training. During annual training, tactical training will be emphasized. FORSCOM/ARNG/USAR REG 350-2 requires units to conduct 10 days and 9 nights of tactical field training during AT. DMAIL 350-XX-3 provides additional guidance on this requirement.

a. Commanders of "AA" units will brief their TY-XX annual training plan in conjunction with the October SORTS briefing.

b. Annual training site planning

(1) The annual training plan is published in DMAIL Cir 350-XX-3. It lists Annual Training sites and dates for five years. Years one through three are considered firm and should not be changed. Commanders must review years four and five for needed changes. Send recommended changes through your chain of command to DMAIL-PTT.

(2) Commanders of units performing year round annual training will refer to NGR 350-1.

c. Maps. Request maps through your normal supply requisition system.

d. Annual Training Programs. See paragraph 9-2.

6-4. Training Exercises: Training exercises are a critical link in training individuals and leaders in the collective skills required of a combined arms staff. The exercise scope must range from battle drills to command and staff interaction to field sustainment training exercises.

a. Collective training exercises must be designed to:

(1) Provide resources to support critical tasks for company-level and below.

(2) Integrate CS/CSS into combined arms training at company-level.

(3) Train and evaluate all units on critical collective and individual battle tasks.

(4) Reinforce the unit's tactical SOPs.

(5) Ensure officers and NCOs fully use all appropriate training and evaluation outlines and conduct AARs at the conclusion of all training events.

b. Company level collective training exercises will follow the TRADOC concept of ARTEP-MTP. The ARTEP-MTP has platoon drills, training exercises (FTX and STX), and training and evaluation outlines.

c. FORSCOM/ARNG/USAR REG 350-2, Figure 6-1, lists command and staff training programs along with the training frequencies. All commanders will meet the exercise requirements listed. Request for exemption from any of the training exercises will be sent through the chain-of-command to DMAIL-PTT.

6-5. Overseas Mission Support (OMS): This program provides soldiers with the opportunity to conduct mission oriented training, and enhances mobilization and deployment training necessary for wartime missions. The unit will submit a training schedule for their OMS rotations of more than ten soldiers.

a. A MOBEX or Processing for Oversea Movement (POM) will be conducted as preparation for participation in OMS by selected units listed in DMAIL Circular 350-XX-3.

6-6. Long Range Training Strategy: The Adjutant General's long-term training strategy for the Illinois Army National Guard is outlined in the matrix at figure 6-1. In general, the concept builds from a company controlled annual training plan at a major annual training site followed by an OMS at platoon or company level. Then participation in a CONUS Exercise and finally culminating with a two year commitment (REHAT & Execution year) to support an eSBde for a Combat Training Center (CTC) rotation to either JRTC or NTC. If a CTC rotation is not available, the alternate plan is to participate in a Force-on-Force Training (FFT) event supporting the OPFOR against an eSBde during their REHAT year followed by returning to training year 1.

Long Range Training Strategy Guidance

Type Units	1st TY	2nd TY	3rd TY	4th TY	5th TY
Infantry BN (3) & BDE HHC (1)	ODT/Schools/ BDE OPFOR	FFT with eSBde	Major AT Site METL TNG	ODT/SCHOOL/ BDE OPFOR	FFT with eSBde
Field Artillery BN (1x105 & 2 155)	Major AT Site METL TNG	BTRY Rot CTC REHAT/SUE	BTRY Rot CTC EXEC/SUE	Major AT Site w/BDE HQ	Exercise w/ DIV Corps
Air Defense BN (2)	Major AT Site/ RTI Spt	Exercise w/FFT	ODT/RTI SPT	Major AT Site/FFT	Exercise RTI SPT
Engineer Co (1)	ODT/FFT/CTC (PLT Rotations)	ODT/FFT/CTC (PLT Rotations)	ODT/FFT/CTC (PLT Rotations)	CTC REHAT	CTC Execution
Military Police (3) & MP BN HQ (1)	Major AT Site METL TNG	ODT/Law & Order Mission	Exercise/Law & Order Mission	CTC REHAT	CTC Execution
Chemical Co (1)	Major AT Site METL TNG	AR or HVY BDE AT SPT	Exercise	CTC REHAT	CTC Execution
Medical Co *	Major AT Site METL TNG	ODT/ MEDRETTE	Exercise Rts MED	CTC REHAT	CTC Execution
Maintenance (DS) (2 & 1)	Major AT Site/ODT	NMTC	NTC/JTI	ODT	CTC REHAT (Exec. In Yr 6)
Maintenance (GS) (1) & BN HHD (1)	Major AT Site/ ODT/Depot /JTI	NMTC	NTC/JTI	ODT	NMTC
Transportation Co (*)	Major AT Site/ ODT/Depot /JTI	NMTC	NTC/JTI	ODT	NMTC
ASG (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
PSB(1) & PSD(2)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
Supply Co (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
RAOC (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
ALT (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
WS Bn (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution
CM Bde HQ (1)	Major AT Site METL TNG	ODT	Exercise	CTC REHAT	CTC Execution

Figure (6-1)

Notes:

1. Units directly aligned with eSBde are not listed (AD eSBtry & 38 ROC).
2. If CTC REHAT is not available than the alternative is FFT and then year 5 starts with year 1 plan.
3. FFT is Force-on-Force Training as OPFOR for an eSBde during their CTC REHAT year.
4. The Major AT Site would be the priority for lanes and TAM evaluations.
5. TAMs would be scheduled for years indicated by *.

CHAPTER 7 WEAPONS TRAINING

7-1. General: DA Pam 350-38, Standards in Weapons Training, provides guidance on marksmanship training and qualifications standards for all weapons and weapon systems. DA Form 350-39 provides guidance for Special Forces.

7-2. Preliminary Marksmanship Instruction (PMI): The key to a successful marksmanship program is effective training prior to reaching the zero range.

a. PMI will be conducted during IDT periods. Commanders will schedule and conduct PMI training each calendar year, generally one month prior to weapons qualifications.

b. Special importance will be placed on the marksmanship fundamentals addressed in FM 23-9 and FM 23-35.

c. Units are encouraged to utilize Small Arms Instructor/Range Operation Course (SAIROC) and Master Marksman Trainer Course (MMTC) graduates to conduct PMI.

7-3. Individual Weapons Qualification: Achieving a proper zero is the most important step to ensuring soldiers qualify with their assigned weapon.

a. The chain-of-command will maximize its involvement during the zeroing phase of marksmanship qualification. It is not enough for soldiers to fire a certain number of rounds on the zeroing range. Soldiers **MUST** zero their individually assigned weapon.

b. All soldiers will fire their <u>assigned</u> weapons while zeroing and qualifying. Record the soldiers combat zero for future reference.

c. Commanders will insure that the weapons qualification standards established in DA PAM 350-38 are met or exceeded. To accomplish this the commander must:

(1) Ensure maximum participation by all assigned and attached soldiers during range firing to include all leaders, administrative, and support personnel.

(2) Ensure that a make-up date is scheduled for each range date planned on the Yearly Training Calendar.

(3) Prepare and maintain the current results of the soldiers scores and qualification. These results will be maintained in the collective training binder (see Chapter 8). Individual score cards will be maintained either in a separate binder or in the Individual Training File (ITF).

7-4. Crew-Served Weapons Training: A crew served weapon requires a team of two or more soldiers to operate it. Crews that are not assigned according to the unit MTOE will be appointed in writing.

a. Training:

(1) Crew served weapons pre-qualification training will be conducted during IDT periods, generally one month prior to weapons qualification. Commanders will conduct crew served weapons training prior to any live fire training. Units should use SAIROC course graduates during pre-qualification training.

(2) Commanders will ensure that all crew served weapon ranges are coordinated with range control prior to the beginning of annual training.

(3) Commanders may use a sub-caliber devices and plastic ammunition.

(4) Mortar units conducting a LFX will utilize a Fire Support Team (FIST).

b. Commanders must ensure that the non-firing gunners examinations, where required, are current. Maintain the results of the crew served weapons qualification in the unit collective training book.

7-5. Weapons Qualification Guidance: The following weapons qualification guidance is based upon exemptions (from DA Pam 350-38) granted by NGB.

a. M-16 Day Qualification.

(1) All CAT I (see DA Pam 350-38, Chapter 5) personnel will qualify using the Remote Target System (RETS) range.

(2) CAT II (see DA Pam 350-38, Chapter 5) personnel should qualify on the RETS range if available. However, an alternate course of fire on a 25-meter range is acceptable.

b. M-16 NBC Qualification. All personnel are authorized to use a 25-meter range for NBC qualification.

c. Units conducting night qualification at Marseilles Training Center (MTC) will utilize the 25–meter range.

d. Unit pistol qualifications should be conducted on a pop-up target range. A 25-meter alternate course of fire is authorized when a standard pop-up range is not available.

e. M2 and M60 Machine-gun, CAT I and II personnel will typically qualify during annual training.

f. AT4 qualification will be conducted at Annual Training.

g. All required personnel should conduct hand grenade training using the M228 practice fuse during IDT. CAT I personnel will qualify while at Annual Training.

h. Claymore training is part of CTT and will be conducted during IDT. CAT I personnel will qualify while at Annual Training.

7-6. Requests for Exemption: Commanders will comply with all DA Pam 350-38 requirements. However, when it is determined that a unit cannot accomplish all weapons qualification requirements, the commander must submit a letter of exemption through the chain-of-command to DMAIL-PTT.

7-7. Ammunition: DA Pam 350-38 establishes ammunition requirements for all weapons systems.

7-8. Competitive Matches: Information on competitive matches will be published by POTO.

7-9. Training Ranges:

a. All ranges and training areas will be projected and scheduled on a five year cycle. Major commands will be assigned priority of usage for specific in-state ranges/training areas in Appendix D, DMAIL Circular 350-XX-3. A coordination meeting will be held during the fourth quarter of each training year. During this meeting units and POTO will:

(1) Submit and finalize all written request for out-of-state training areas for the next TY (current TY + 1).

(2) "Lock in" the out-of-state training area requirements for the second TY (current TY + 2).

(3) Prepare "draft" third, fourth and fifth year range training requirements.

b. Scheduling for the MTC facility is prioritized as follows:

(1) CAT I units will be scheduled at the Marseilles ranges a minimum of once per year, unless they are programmed to qualify on out-of-state ranges. Additionally, brigades will be allocated range make-up dates.

(2) Field Artillery Battalions, Air Defense Battalions, and the Engineer Company will be scheduled once per year.

(3) Illinois RTI, as the NCOES plan of instruction (POI) indicates.

(4) CS and CSS units, once per training year as the MTC schedule permits.

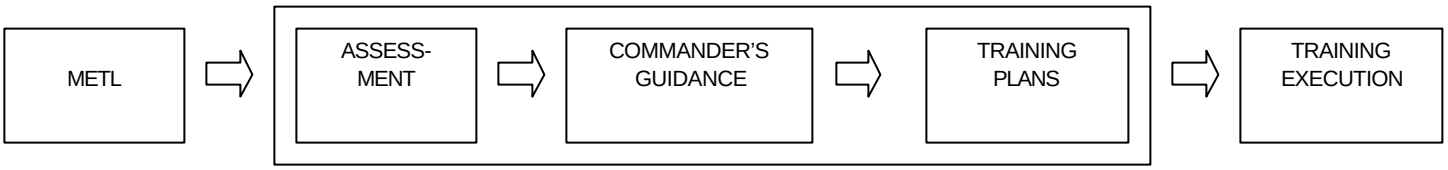
CHAPTER 8 TRAINING MANAGEMENT

8-1. Training Management:

a. Training is what the IL ARNG is all about. It is the reason for our existence. We train so that we will be able to execute the missions given to us upon mobilization or state activation.

b. This chapter discusses the philosophy of training that is applicable to all organizations and outlines specific procedures that must be followed. The essential premise to this chapter is that by conducting a valid assessment, developing a long-range training strategy, issuing concise guidance, and thoroughly planning for training, commanders can ensure better training execution. The training documentation presented in this chapter communicates training decisions to subordinates and provide a written record of training accomplishments.

c. The unit METL is the basis for all training. Figure 8-1 below, taken from FM 25-101, illustrates the methodology for unit collective training. The three actions contained within the larger center box are the primary focus of this chapter.



Training Planning Process

Figure 8-1

8-2. Training Principles: Commanders publish training guidance based on initial assessment results, higher headquarters guidance, and their vision on where the organization needs to be in the future. Commander's guidance is refined and updated annually. Commander's training guidance results in long range, short range, and near term planning.

8-3. Training Management Process: The following are the critical steps in the training management process:

a. Development of the unit Mission Essential Task List. The METL will be revised only upon change of WARTRACE guidance or change of the unit's mission. This is Part IV of the TAM.

b. Determination of those battle staff and supporting collective training tasks which support the unit METL. Battle staff and supporting collective training tasks will change only with a change of the unit METL. These tasks also go onto Part IV of the TAM.

c. Determination of the critical leader and individual soldier tasks which support the battle staff and supporting collective training tasks and therefore the unit METL. These tasks are entered into the

Leader's Book (after a crosswalk is accomplished to reduce redundant tasks). Critical leader and individual soldier tasks will change only with the change of collective tasks.

d. Assessment of individual soldier tasks. This assessment leads to an overall assessment of battle staff and supporting collective training tasks. Collective training task assessments, in turn, lead to an overall assessment of the METL. Assessments are an integral part of the training process and will be accomplished after all training. Assessments must be conducted at the conclusion of each major training event and prior to annual training. Assessments will be posted in Part IV of the TAM.

8-4. Timeline Matrix: Figure 8-2 shows the headquarters and dates when training guidance must be published.

8-5. Back Briefs: Back briefs will be held to ensure subordinate commanders understand the training intent of the CTG. These back briefs are required of all commanders down to company-level. By definition, back briefs always consist of **tentative** training plans based upon higher headquarters guidance.

a. Each battalion and higher commander (starting with the Commander of the IL ARNG must:

(1) Annually publish their training guidance.

(2) Allow time for subordinate commanders to read this guidance and formulate a tentative plan for their organizations.

b. Once approved through the back brief process, subordinate commanders will publish their training guidance and follow the procedures listed in para 3a above.

TIMELINE MATRIX

	LONG RANGE PLANNING		SHORT RANGE PLANNING			NEAR TERM
	CTG	**LRC**	**YTG**	**YTC**	**YTB**	**MONTHLY SCHEDULE**
TAG	01 OCT XX 350-XX-01 2 yr CTG	01 OCT XX 5 year LRC	01 OCT XX 1 year YTG	01 OCT XX		
BDE	15 NOV XX 5 year CTG	15 NOV XX 5 year LRC	01 JAN XX 1 year YTG	01 JAN XX (DRAFT) 01 FEB XX (FINAL)	JAN XX TO CDR IL ARNG	
BN & SEP CO	01 JAN XX 3 year CTG	01 JAN XX 3 year LRC	01 APR XX 1 year YTG	01 APR XX (DRAFT) 01 May XX (FINAL) 01 May XX STARC CHECKOUT	APR XX TO BDE CDR AND CDR IL ARNG	SEP CO JUN XX (DRAFT OCT SCHEDULE)
UNIT				01 JUN XX (DRAFT) 01 JUL XX (FINAL)	JUN XX TO BN CDR	JUN XX (DRAFT OCT SCHEDULE)

CTG: Commander Training Guidance
LRC: Long Range Calendar
YTB: Year Training Briefing
YTC: Year Training Calendar
YTG: Year Training Guidance

Figure 8-2

8-6. Finalized BDE/BN Short Range Training Plan: Each Training Year, The Adjutant General, the Commander of the IL ARNG, STARC staff, and senior commanders, with coordination responsibility to the POTO, will receive a formal briefing on the **finalized** brigade and battalion short range-training plans. This briefing includes a initial AT plans for the next TY.

a. Consistent with the guidance listed in Chapter 3, FM 25-101, commanders may require YTBs two levels below their organization. For example, brigade commanders may require company-level commanders to brief them.

b. Brigade and battalion commanders must be realistic in their preparation of their LRP and subsequent selection of METL tasks for subordinate organizations and battle staff collective tasks. As required in chapter 3 of this regulation, METL, battle staff and supporting collective tasks selected for a particular training year, must be annotated onto Part IV of the TAM. For each training year:

(1) Force Support Package (FSP) 1 units, with a higher level of resource and a required higher level of training readiness, should plan to train on **two or three** METL and all associated supporting collective tasks for which resources are available.

(2) Non-FSP commanders must follow the training guidance of their WARTRACE higher headquarters. In the absence of WARTRACE guidance, commanders should select **one or two** METL and all associated supporting collective tasks (for which resources are available) for training. This methodology will prevent commanders from doing too much and will help focus the overall LRP.

c. The Plans, Operations, and Training Office (POTO) will publish the IL ARNG TNG Program. The Training Program will list the proposed AT site and date for the next five years. It will also, list the exercise schedule and known/projected activities and requirements that impact upon subordinate commands. The Training Program will be published as DMAIL Circular 350-XX-3, and will be updated annually.

d. The required topics for the Yearly Training Calendar (YTC) are listed on figures 8-4 and 8-5, the YTC checklist.

e. Use figure 8-5, resource matrix to identify resource requirements, e.g., ammunition, commercial buses, ranges. Submit the resource matrix with the YTC.

f. Monthly training schedules will be prepared IAW the guidance in Chapter 3, FM 25-101 and the checklist in figure 8-6. The sliding training schedule development standardizes planning and consists of the next four months training schedules which are updated every month. During the post-training meeting, training schedules for the next four months are reviewed. Changes, if necessary, are resolved and published. Months one, two, and three will be typed and considered "locked in". Month four of the training schedule will be prepared in draft form. All training schedules must support the yearly training calendar.

(1) Use either the Standard Army Training System (SATS) or the Unit Training Management System (UTMS) format to prepare the unit training schedules. Units may use the e-mail system to forward those schedules. Schedules will be in sufficient detail to ensure that all assigned soldiers know their requirements.

(2) The commander must sign and post the unit training schedules. **Delegation of commander's signature is not authorized** because the training schedule is a legal order for training in a pay status. Training schedules for the next three months will be posted in a conspicuous place so all unit members may see them. Monthly training schedules will be forwarded to the next higher headquarters, at 90 days prior to the scheduled training date, for approve.

(3) Brigade and Battalion Operations and Training Officers must review schedules using the Quality Control Checklist, figure 8-6. Training schedules with deficiencies will be returned for corrections as necessary. The Brigade or Battalion commander, as appropriate, or representative (appointed in writing) will sign training schedules as the, approving authority.

(4) While they must be minimized, changes to unit training schedules do occur. Necessary changes to the training schedules and calendars will be requested to next higher headquarters approval. Changes will be posted on the original training calendar. Numerous changes in the training schedule or calendar indicate poor training management.

g. Work plans, figure 8-7, are task (rather than time) oriented. They will be developed before the start of the activity to facilitate work/task assignment during IDT and annual training. Work plans are for use in assigning and tracking administrative, maintenance, and supply activities and are aimed at an individual not a collective audience. Work plans will:

(1) Be prepared on MDIL Form 463.

(2) Cover general periods of time on the training schedule, specific formal periods of instruction, and/or meetings.

(3) Be reviewed at the conclusion of the training session for activities accomplished, a topic of discussion at the post-training meeting, and will be included into the UTA training file for each month.

8-7. Training Execution: Training plans are put into action during IDT and annual training. Successful training execution flows from thorough planning which is communicated to all personnel, adequate practice and/or rehearsals, and an objective evaluation. Chapter 4, FM 25-101 provides guidance on training execution. Specific guidance is listed below.

a. A pre-training meeting will be conducted immediately prior to the start of each drill as a final "systems check." The intent of these pre-training meetings is to accomplish any minor last minute coordination not to make initial assignments.

b. All training will be conducted using Training and Evaluation Outline (T&EO). A guide for the use of T&EOs is found in FM 25-101. T&EOs can be extracted from the appropriate SM, SMCT, SATS, or ARTEP-MTP. Upon completion of the training, these T&EOs will be placed into the monthly UTA training file.

c. Opportunity training does not require formal preparation of T&EOs but must follow the outline established in the applicable reference document (SM, SMCT, or ARTEP-MTP).

d. Recording of attendance, unless otherwise stated, is not required.

8-8. Assessment: Assessment is a continual process in training which measures demonstrated performance against Army standards**. All training will be assessed**. Evaluations are an important part of the training assessment process and will be conducted IAW Chapter 5, FM 25-101.

a. Part IV of the TAM, the Commander's Training Assessment, will be used to document evaluations of supporting collective and battle staff tasks.

(1) Report non-receipt of the FORSCOM Form 1049-R through the chain-of-command to DMAIL-PTT if not received within 21 days after the last day of annual training.

(2) Review, sign, and forward the original documents through the chain-of-command to DMAIL-PTT so that it arrives within 30 days of the last day of annual training.

(3) Use these documents to determine your units' future training requirements (See Chapter 8).

b. Evaluations are used to provide feedback on training proficiency to those participating in the training event. Evaluations shape future training plans and enhance leader development. Evaluations can be informal/formal and internal/external as described in FM 25-101.

c. Appendix G, FM 25-101 and TC 25-20, A Leader's Guide to AAR detail the AAR process. An AAR is a review of training that allows soldiers and leaders to discuss what happened during the training and why. Specifically, the AAR addresses what the published training standards are and whether the standards were met. If training standards were not attained, the AAR should discuss why not and what changes must be made. The AAR is also used to solicit ideas on how the training can be improved and sustain the unit's strengths.

d. Individual training feedback normally takes place between the soldier and the FLS. Individual training feedback can be as simple as saying, "you performed to standard" or may include a discussion of individual weaknesses, and preparing a plan to improve those areas. The guiding question when providing feedback, however, must be "were the standards met?" As a minimum, FLS will provide an assessment to each of their subordinates upon:

(1) Completion of performance oriented training.

(2) Reviewing assigned soldier's CTT, APFT, weapon's qualification, etc., results.

e. The commander or 1SG will evaluate at least one training event each IDT. This evaluation must provide specific feedback to the instructor on the quality of instruction and whether the stated objectives of the training were achieved. Results of this evaluation are reported in the unit post training meeting minutes.

8-9. Post Training Meetings: Post-training meetings compliment training evaluations and are used as a management tool to facilitate planning for the upcoming Unit Training Assemblies (UTA). Post-training meetings will be made a matter of written record and will be included into the monthly training file. Commanders will conduct a post-training meeting at the conclusion of each drill. The post-training meeting will be listed on the unit-training schedule. The commander and all personnel having a training management, supervision, or support responsibility should be present. Primary focus of the training meeting by sequence is listed below. Figure 8-8 is a sample of a post training meeting agenda:

8-10. Training Documentation:

a. The FTS will maintain a monthly training file.

b. These files will be maintained for 12 months and filed under 350-1a.

c. The monthly training file will contain the following:

(1) Monthly training schedule

(2) Work plans

(3) Minutes of the post-training meeting

(4) T&EOs for training presented

(5) Operation Order and Fragment Order

(6) Any record of training inspections and evaluations

(7) Minutes of AARs

(8) Material that can facilitate training at a later date

d. All units require the following training documents/resources:

(1) Unit Collective Training Book which contains:

(a) Unit MTOE

(b) Updated FORSCOM Form 1049-R

(c) Approved unit METL (request METL approval from wartime command).

(e) FORSCOM Form 1049-R for most recent annual training.

(f) Most recent copy of Unit Manning Roster (UMR)

(g) Most recent copy of Non-MOS Qualified Report.

(h) Unit summary results of most recent CTT training.

(i) Unit and higher headquarters (two levels up) Commander's Training Guidance, Yearly Training Plans, and Yearly Training Calendars

(j) Individual weapons qualification results.
(k) Crew Served Weapon assignment and qualification results.

(2) NBC Binder (See DMAIL REG 350-42)

(3) Current month plus the next three months of training schedules.

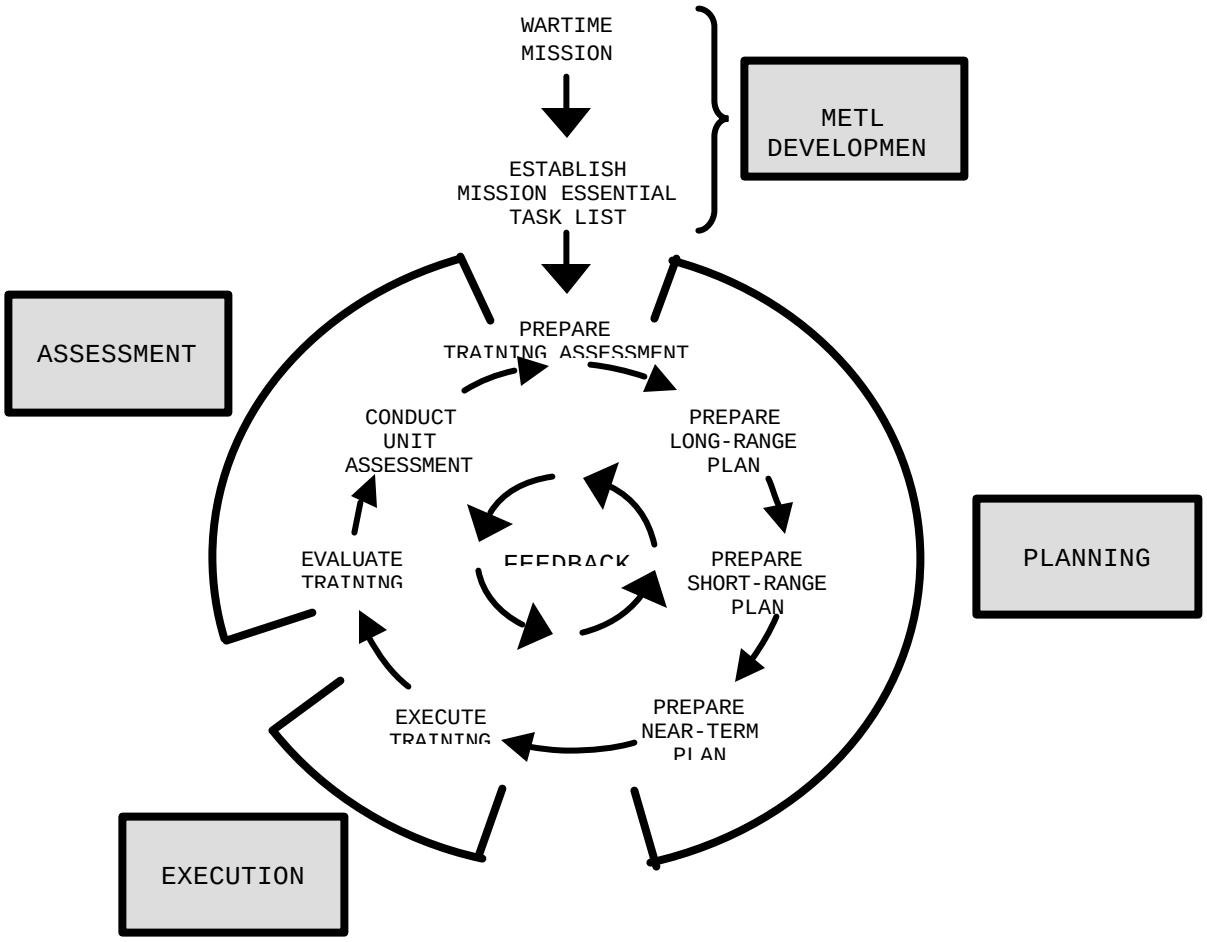
(4) Soldier Training Publication (STP) for military skills within unit.

(5) Unit ARTEP-MTP.

(6) Unit Tactical SOP.

(7) Refer to Annex A for training related publications. An asterisk indicates mandatory reference for training NCOs.

Training Management Cycle



The training management cycle is a continuous process. METL development is shown outside the cycle reflecting a requirement only to review, after the METL has been initially approved.

Battle focus drives METL development allowing the commander to narrow the scope of his training challenge to make it manageable. Careful planning, based on assessment, allows scarce resources to be used to sustain training strengths and correct weaknesses. NCOs identify soldier training needs to the commander. Throughout the training management process, feedback is essential. It enables the commander and subordinate leaders to focus on executing tough, challenging, realistic training to standard.

This manual has provided techniques and procedures to plan, execute, and assess training. The success of a unit's training, however, depends on competent, dedicated leaders who are personally involved in ensuring training is vigorously executed to standard: Through battle focused training, leaders ensure that their soldiers and units are combat ready and prepared to execute their wartime mission in defense of our nation.

TO LEAD AN UNTRAINED PEOPLE TO WAR IS TO THROW THEM AWAY.
CONFUCIUS

Figure 8-3 (extracted from FM 25-101)

BRIGADE/BATTALION YEARLY TRAINING CALENDAR
QUALITY CONTROL CHECKLIST

BDE/BN: _____ UNIT: _____

1. The following will be included in the Brigade/Battalion Yearly Training Calendar:

a. Specific METL and battle staff collective tasks selected for annual training and IDT train-up.

b. CPX, TEWT, MOBEX, exercise dates, etc. Exercise tasks must support METL, supporting collective and battle staff tasks selected for training on the YTC.

c. Individual and crew served weapons qualification dates, and make-up dates.

d. Annual training sites and dates.

e. Drill dates and locations. Include the names of all Local Training Areas (LTA).

f. Readiness Management Period (RMP) dates.

g. Command Readiness Inspection (CRI) dates.

h. Staff visits by headquarters and dates.

i. Command Inspection Program (CIP) dates.

j. Higher headquarters directed major events.

Figure 8-4 cont.

COMPANY LEVEL YEARLY TRAINING CALENDAR
QUALITY CONTROL CHECKLIST

BDE/BN: _____ UNIT: _____

1. The following will be included in the Company Level Yearly Training Calendar:

   a. Specific METL and supporting collective tasks scheduled for training at annual training.

   b. Exercise dates e.g. CPX, TEWT, and MOBEX.

   c. Dates for annual briefings.

   d. CTT and CTT make-up dates.

   e. NBC collective training.

   f. Individual and crew served weapons qualification and make-up dates.

   g. Specific NCODP training subjects.

   h. Annual Training sites and dates.

   i. Drill dates and locations. Include the names of all Local Training Areas (LTA).

   j. Readiness Management Period (RMP) dates.

   k. APFT and make-up dates.

   l. TSB Support (dates, topics, locations).

   m. Civil Disturbance (CD) and State Active Duty Training (SADT).

   n. OPDP topics.

   o. Command Readiness Inspection (CRI) dates.

   p. Staff visits by headquarters and dates.

   q. Command Inspection Program (CIP) dates.

   r. Higher headquarters direct major events.

   s. UTA and a cumulative UTA counts.

t. Maintenance Training.
   1) 25% Operator Level Maintenance
   2) 50% Organizational Level Maintenance
   3) 50% Direct Support Level Maintenance

u. Drivers Training Program (Initial/Sustainment)

Figure 8-4 cont.

RESOURCE MATRIX

UNIT: _____ TY: _____

	Major Training Event	RMA 71	RMA 91	ADVON 121	REAR 122	EQUIP 123	ADMIN 127	COMMAND 129	AT SUPPORT 12A	ADT 12B	PRE-CAMP 12C	Extra DOLLARS
OCT												
NOV												
DEC												
JAN												
FEB												
MAR												
APR												
MAY												
JUN												
JUL												
AUG												
SEP												
	TOTAL:											

Note: Number of enlisted AT support mandays required by TDC One officer manday equal two enlisted mandays

Figure 8-5

UNIT: RESOURCE MATRIX CONTINUATION TY:

Major Training Event	BUS (PAX) GSA	BUS (PAX) COMM	AIR (PAX) MIL	AIR (PAX) COMM	ARMY AVN SUPPORT	AMMO	TNG AREAS	IRTS REQ	OTHER TRAINING REQUIREMENTS
OCT									
NOV									
DEC									
JAN									
FEB									
MAR									
APR									
MAY									
JUN									
JUL									
AUG									
SEP									
TOTAL:									

Figure 8-5 cont.

TRAINING SCHEDULE
QUALITY CONTROL CHECKLIST

BDE/BN: _____ UNIT: _____

1. The following will be included on or attached to every monthly unit training schedule:

ITEM	YES	NO	N/A
a. Complete unit address	___	___	___
b. ARTEP-MTP number	___	___	___
c. Approval signature by Co/Btry/Det commander	___	___	___
d. Approval signature by higher HQ commander or authorized representative	___	___	___
e. Unit training assembly number	___	___	___
f. Cumulative UTA, YTD number	___	___	___
g. Inclusive dates of drill period	___	___	___
h. Duty uniform and individual equipment	___	___	___
i. NCODP	___	___	___
j. OPDP	___	___	___
k. REP 63 training schedule (DMAIL 350-20)	___	___	___
l. Pre-training meeting	___	___	___
m. Post-training meeting	___	___	___
n. Staff training	___	___	___
o. All sections addressed by MTOE/TDA	___	___	___
p. 25% of drill devoted to conducting PMCS of equipment	___	___	___
q. 50% of drill devoted to organization maintenance by assigned maintenance personnel	___	___	___
r. Individual NBC training	___	___	___

ITEM	YES	NO	N/A
s. Collective NBC training	___	___	___
t. NBC equipment operation training	___	___	___
u. Primary and assistant instructors	___	___	___
v. Opportunity training	___	___	___
w. If the unit is going to range fire, attach a LOI and movement order	___	___	___
x. If the unit is performing a FTX, attach an OPORD and movement order	___	___	___
y. If the unit is going to an approved local training area, attach a strip map	___	___	___
z. References	___	___	___
aa. Required safety briefings (Convoy, range, weapons, security, & etc.)	___	___	___
bb. Meals meet authorization per Table 6-1, para 6-19, AR 30-1	___	___	___
cc. Minimum 4 hours per UTA training time	___	___	___

COMMENTS:

_____

_____

_____

_____

_____

_____

_____

2. Omission of the above items will cause the affected training schedule to be returned without action.

Figure 8-6 cont.

SUBMITTED BY _____ Date: _____
(UNIT)

REVIEWED AND APPROVED BY _____ Date: _____
(HIGHER HQ)

REVIEWED BY _____ Date: _____
(NEXT HIGHER HQ)

TRAINING OUTLINE

1	**TRAINING STATEMENT**
2	**CAUTION STATEMENT**
3	**PRETEST**
4	**ORIENTATION STATEMENT**
5	**DENONSTRATION**
6	**TASK STEPS**
7	**PRACTICE**
8	**PERFORMANCE TEST**
	REQUIRED RESOURCES

DMAIL 192 (JAN 96)

Figure 8-6 cont.

WORK PLAN

SECTION _____ DATE _____

SPECIFIC ACTION/WORK TO BE ACCOMPLISHED	HOURS ESTIMATED	INDIVIDUALS ASSIGNED TO ACCOMPLISH WORK/TRAINING	SUPERVISOR TRAINER	ACCOMPLISHED		REMARKS (EVALUATION, WORK INCOMPLETE, ETC.)
				YES	NO	

SUBMITTED BY: _____

APPROVED BY: _____

DMAIL Form 463-R (Aug 01)

Figure 8-7

IDT TRAINING MEETING

Assign Minutes Taker:_____ Drill Dates: _____

1. Evaluation/Adjustments:

   a. IDT After Action Review:

      (1) What went well?

      (2) What needs improvement-rescheduled?

      (3) What did not get accomplished and why rescheduled?

      (4) Adjust the Yearly Training Calendar.

   b. Evaluate effect of the Risk Management Plan

2. Briefly look at the finalized training schedule for next month_____.

   a. Major training events:

   b. AMMO: Confirm, pick-up, and distributed the ammunition.

   c. Meal requirements/numbers.

   d. Transportation: Confirm the transportation plan.

   e. Medical support required/covered?

   f. Maintenance support required/covered?

   g. Training area confirmed/any additional facilities required?

   h. Is the OPORD complete, does it need changes (FRAGO)?

   i. Are all instructors assigned? Do they have the resources needed to conducting the training? Have they rehearse for the training?

   j. What is the evaluation plan?

   k. Confirm the OPFOR plan?

   l. Scheduled RMP and who is attending?

3. Look at the Finalized Training Schedule for the second month_____.

a. Major training events:

b. AMMO: Confirm, pick-up, and distributed the ammunition.

c. Meal requirements/numbers.

d. Transportation: Confirm the transportation plan.

e. Medical support required/covered?

f. Maintenance support required/covered?

g. Training area confirmed/any additional facilities required?

h. Is the OPORD complete, does it need changes (FRAGO)?

i. Are all instructors assigned? Do they have the resources needed to conducting the training? Have they rehearse for the training?

j. What is the evaluation plan?

k. Confirm the OPFOR plan?

4. Look at the Completed Training Schedule for the Third Month_____.

a. Major training events:

b. AMMO: Confirm, pick-up, and distributed the ammunition.

c. Meal requirements/numbers.

d. Transportation: Has it been ordered/if yes, do we still need it?

e. Medical support required/covered?

f. Maintenance support required/covered?

g. Training area confirmed/any additional facilities required?

h. Is the OPLAN complete?

i. Are all instructors assigned? Do they have the resources needed to conducting the training? Have they rehearse for the training?

j. What is the evaluation plan?

k. Do we need OPFOR?

l. Commander signs the training schedule and forward it to the next higher headquarters.

5. Look at the Training Calendar – Draft Fourth Month_____ Training Schedule.

a. Major training events:

b. AMMO: Has it been ordered/if yes, do we still need it?

c. Meal requirements/numbers.

d. Transportation: Has it been ordered/if yes, do we still need it?

e. Medical support required/covered?

f. Maintenance support required/covered?

g. Training area confirmed/any additional facilities required?

h. Is the OPLAN complete?

i. Are all instructors assigned? Do they have the resources needed to conducting the training?

j. What is the evaluation plan?

k. Do we need OPFOR?

6. Complete Training Assessments.

a. First Line Leaders update leader books and work plans.

b. Commander updates part IV of the FORSCOM Form 1049-R.

7. Prepare Work Plans for the Upcoming MUTA.

8. Documentation Checklist for the MUTA Training File.

? Work Plans

? T&EOs for Training Presented

? OPORD/FRAGO

? Training Inspections/Evaluations

? AARs

? STX Packets

? Original Training Schedule w/Cdr's signature and changes

? Bn OPORD/FRAGO

? Movement Order

? Material That Can Facilitate Training at a Later Date

9. Staff Comments/Concerns.

a. XO

b. 1SG

c. Supply SGT

d. RNCO

e. CDR

CHAPTER 9 TRAINING ADMINISTRATION

9-1. General: This chapter provides guidance on those administrative tasks that support training and training management.

9-2. Annual Training:

a. The Director, Plans Operations and Training publishes annual training guidance. This guidance is found in Appendix H, DMAIL Circular 350-XX-3.

b. Each brigade and battalion commander will publish guidance for the upcoming Annual Training. Listed below are some of the items that must be covered in the annual training guidance.

(1) Training sites and dates

(2) Commanders intent

(3) Billeting, facilities, ranges, training area assignment plan and usage matrix, and training ammunition requirements.

(4) Special training requirements

(5) Communications-Electronics plan as required.

(6) Safety

(7) Personnel and administration issues:

(a) Personnel accountability and reporting.

(b) Finance plans.

(c) Medical support, evacuation, and hospitalization.

(d) Line-of-duty investigations

(e) Incident reporting procedures.

(f) Discipline/UCMJ

(g) Unit Morale Welfare Recreation procedures.

(h) Family support

(i) Emergency leaves and passes

(8) Logistics:

(a) Procedures on obtaining class of supplies.

(b) Installation clearance procedures

(c) Transportation plan to and from annual training.

c. Unit representatives will attend pre-camp AT conferences as notified through the chain-of-command. Personnel attending these conferences are responsible for ensure all training, administrative and logistical issues are surfaced and resolved.

9-3. Inactive Duty Training (IDT):

a. Commanders will:

(1) Submit their IDT dates through the chain of command to DMAIL-PTT NLT 1 September XX for publishing the IL ARNG Training, Assemble, Date, and Location roster. Once published, changes to drill dates will not be authorized without the approval of the Brigade Commander or Deputy STARC Commander. Submit requests for changes, with full justification, through chain of command at least 30 days in advance of the drill dates (See Figure 9-1). DMAIL-PTT will be provided a copy of any approved requests.

(2) Forward, for both in state and out of state, all IDT training area/range requests through command channels to DMAIL-PTT for processing.

(3) Submit IDT commercial bus requests (DD Form 1287) and group travel request (DD Form 1610) to DMAIL DOL-TC. These requests will be prepared IAW appropriate USPFO guidance and will reach this headquarters 90 days prior to the requested duty date.

(4) Select dates and coordinate requests for exercises, e.g., Brigade Battalion Simulation (BBS), CPX, etc., through DMAIL-PTT.

(5) Ensure that each UTA is a minimum of four hours, and that no more than two UTAs are scheduled in one calendar day. Additionally, commanders must ensure a total of no more than 48 UTAs are scheduled per training year.

b. The State Mobilization Planning Officer (DMAIL-PTR) will designate units to conduct a unit MOBEX/REMOBE/POM.

9-4. Training Guidance: Director, POTO, has proponency for publishing series 350 training guidance. This guidance provide subordinate commanders with special guidelines on training issues and provide information on types, dates and locations of training events, and other manday allocations.

9-5. Readiness Management Period Usage: RMPs are authorized annually by DMAIL-PTT. Both a target number of dollars and a total number of RMP mandays will be issued.

a. Additional Flight Training Period (AFTP), Code 31, are authorized for use IAW NGB (AR) 95-210.

b. Jump Proficiency Training Period (JPTP) code 42, are authorized for SF units to maintain jump proficiency. JPTAs are for individuals who missed a scheduled IDT or AT parachute jump due to aircraft cancellation or inclement weather. They should not be considered as the primary means of maintaining jump proficiency but as additional assemblies over and above regularly scheduled IDT and AT jump proficiency periods. An individual is authorized to perform only six JTPAs per year. A maximum of two JPTAs may be performed on the same day.

c. Junior Leader Training for Civil Disturbance (JLTCD) code 51, are special additional training period expressly provided for training junior leaders in civil disturbance operations.

d. RMP, code 71, will be used to pay personnel preparing for IDT periods. They are specifically provided to prepare classes and training. RMPs are designed to ensure that all IDT periods are well structured and organized to provide stimulating, demanding, and professional instruction. RMPs cannot be used by personnel to receive training or used to travel to IDT locations.

e. RMP, code 91, are authorized for the following purposes:

(1) Preparation of orders

(2) Review/update personnel records

(3) Maintenance of the unit library

(4) Board actions.

(5) Preparation of Officer Evaluation Reports (OERs) and Noncommissioned Officer Evaluation Reports (NCOER)

(6) Typing support for supply, maintenance, administrative actions, Status of Resources and Training System report, and reports of survey.

(7) Inventories, and preparation for issue of clothing and equipment.

(8) Command Readiness and/or other inspection preparation.

(9) Preparation and update of maintenance and/or mess management forms.

f. RMPs will not be used for conference attendance or conference support.

g. RMPs will be scheduled on the YTCs and are subject to the following:

(1) An RMP will be a minimum of four hours in duration. However, eight hours are recommended.

(2) RMPs can be adjusted between training code 71 and management support code 91 in a manner that best supports the unit mission.

(3) A soldier will not perform an RMP on the same day he/she performed another type of duty, (e.g. ADSW, IDT, AT, etc.).

(4) Brigade operations and training officers will review and ensure RMP allocations are being used at the authorized rate. DMAIL-PTT will review RMP usage of all units and may adjust RMPs between commands as required.

(5) All RMPs will be conducted in the appropriate duty uniform.

h. Additional guidance regarding RMPs will be contained in the DMAIL-PTT memorandum published yearly.

9-6. Orders Processing:

a. POTO is responsible for processing Requests For Orders (RFO) for ADSW, Annual Training, and Active Duty for Training (ADT) except Initial Entry Training. This office also has responsibility for processing requests and authorizations for TDY travel of DOD personnel for those accounts assigned to the POTO.

b. RFOs will be submitted through the AFCOS IAW the AFCOS SOP.

(1) This SOP defines Active Duty RFOs as ADSW, AT, ADT and military travel. AFCOS also supports civilian travel, ADSW non-pay status, centrally funded, and other type RFOs that can be processed through the system.

(2) Initiate a manual NGB Form 102-10 or DD Form 1610 for orders that can not be requested using AFCOS. Submit these orders through your command channels. An example is ING Muster Day (NGB Form 102-10 to MILPO) or Invitational travels orders (DD Form 1610).

c. The following procedures and responsibilities apply to the process of preparing and processing RFOs.

(1) Initiating organizations will ensure:

(a) An authorized requirement exists for the duty and that the soldier being processed for orders has consented to perform the duty.

(b) RFOs are prepared in a timely manner so that they can be processed through the chain-of-command and be received by POTO NLT 30 days prior to the start of the requested duty.

(c) A DMAIL Form 168 or 169 (as appropriate) is completed and maintained IAW the AFCOS SOP for each RFO submitted through the system.

(d) All required data elements are complete and accurate. Special attention should be given to the dates and location of duty, the specific purpose of duty, and that cost estimates for per diem and travel are calculated and entered on the RFO, (Reference AFCOS SOP and AFCOS PC User Manual).

(e) Soldiers are given the processed order prior to the start of the duty. **Under no circumstances will a soldier perform any military duty without published orders.**

(2) Intermediate levels of command will:

(a) Verify the request to ensure an authorized requirement exists. Unauthorized requests will be returned to the originating organization without action.

(b) Review the accuracy of the request ensuring the date and location of duty are correct, that the transportation means is most advantageous to the government, that the appropriate duty station quarters and rations conditions are reflected, and that the approximate per diem and travel costs are indicated on the RFO.

(c) Forward the approved request to the next level (Reference AFCOS SOP).

(3) POTO will:

(a) Review all requests for proper authority of duty and completeness. The program manager will approve requests for funding support.

(b) Process the request IAW current directives.

d. The procedures for requesting and processing RFOs involves committing funds to support the requested orders. Published orders must be closed out (paid), revoked, or amended IAW the following procedures.

(1) Payrolls must be processed to USPFO-IL (IAW current directives) for all duty that is performed. This is a responsibility of the soldier's unit of assignment.

(2) Requests for amendment of orders must be processed to POTO for review, approval and processing of amendments. Requests for amendments must be accompanied with a reason and should be submitted by the soldiers unit of assignment.

(3) Requests for revocation/cancellation of orders must be submitted to POTO as soon as possible so those funds can be released to support other requirements. A reason for non-performance of duty will be submitted with all requests for revocation.

e. **All commanders and FTS personnel must remember that no soldier in the IL ARNG will perform ADSW, AT, ADT, or travel without published orders in their possession.**

9-7. Applications for School Training:

a. POTO is responsible for reviewing and approving requests for school training. This includes courses conducted by TRADOC, FORSCOM, the RTI, the US Army Reserve Training Battalions, Regional Training Sites, and other schools as appropriate.

b. Attendance at schools can be either in an ADT or IDT status. For the FTS, training for their full-time duties is often conducted at the Professional Education Center, Camp Robinson, North Little Rock, AR. Human Resources Office (HRMO) supports technicians training in a TDY travel status and POTO supports AGRs.

c. ATRRS is the system used to manage school applications.

(1) Each brigade/battalion headquarters and separate company/detachment will utilize ATRRS to manage their school training information and to process and follow-up on school applications.

(2) Equipment and User Manuals are available at all levels to support ATRRS.

(3) The Army Automated Training Application System (AATAS) module will be used for processing all applications for courses that are supported by ATRRS. Completion instructions are in Chapter 2, paragraph 2-10, IL ARNG ATRRS handbook dated 01 July 1999.

d. Applications for courses not supported by ATRRS will be submitted on NGB Form 64, through command channels. Mode of travel will be indicated in block 34 (Remarks) of the NGB Form 64. No RFO (DMAIL Form 168/169, NGB Form 102-10, or DD Form 1610) needs to be submitted with the application.

e. Within the process of preparing and submitting school's applications, the following responsibilities apply:

(1) Initiating Readiness NCOs will ensure:

(a) Course is required for soldier development training, that ATRRS scope and prerequisites have been researched to ensure the proper course is selected, and that the individual meets the prerequisites of the course.

(b) Application is prepared in a timely manner so that it can be processed through the chain-of-command. Submit applications to the POTO NLT 60 days prior to the earliest class date requested.

(c) Application is completed accurately and in its entirety as required.

(d) Applicant understands that this is an application only. While applicants should make preliminary arrangements in the event of selection, the soldier must understand that until the application is approved, no definite commitments can be made.

(e) Mode of travel is indicated on the AATAS application in the second page comments area.

(f) Indicate in the second page comment block any alternate class dates.

(g) The application will be filed and tracked by the suspense system to ensure the Readiness NCO follows-up on its progress. The initiating Readiness NCO then can provide notification to higher commands and the soldier if a response is not received in a timely manner.

(2) Intermediate levels of Command will:

(a) Review all applications for their validity, completeness, and accuracy.

(b) Return applications not received in a timely manner, unauthorized, invalid requests, or incomplete to the originating unit.

(c) Forward approved applications to the next higher headquarters.

(d) Suspense the application to ensure it is getting processed in an expeditious manner. This will ensure that its status is being communicated to the originating unit/soldier as required.

(3) POTO will:

(a) Review all applications using the same criteria referenced in paragraph 9-7e(1) and 9-7e(2) above. Incomplete, invalid, or late applications will be returned to the originating organization. Applications submitted for classes, for which POTO has no quotas, will also be placed in a wait status.

(b) Reserve valid applications for a quota in courses managed by POTO or forward the application to National Guard Bureau for further processing.

(c) Process orders for approved schools approximately 30-45 days prior to the scheduled report date. Send the soldier a letter of course acceptance. Orders will be processed through AFCOS based on information indicated on the AATAS application. No separate RFO required from the unit for ATRRS school approvals.

(4) The soldier's Readiness NCO is responsible for monitoring the status of applications. The soldier must be advised on the status of the application and be immediately notified of the specific class dates when they have a reserved seat. Any change in the soldier's status that would prevent them from attending will be reported through command channels on ATRRS e-mail to DMAIL-PTT (ATRRS e-mail ID is POTOIL).

(5) Approved school applications involve committing funds and must be closed out (paid), revoked, or amended IAW the following procedures:

(a) For completed schools, payrolls must be processed to USPFO-IL for all duty performed if not paid at the school location. This is a responsibility of the soldier's unit Readiness NCO.

(b) Request changes for approved school dates or published orders through the ATRRS E-mail system. Amendment orders will be published for all approved changes. Requests for changes/amendments must be accompanied with a reason.

(c) Requests for cancellation of schools and related orders must be submitted to POTO as soon as possible so those funds can be released to support other requirements. These requests will also be submitted through ATRRS E-mail and must indicate why the soldier cannot attend the training.

f. **Under no circumstances will an IL ARNG soldier depart home station or report to a school without orders and a properly completed training pre-execution checklist.**

Unit Header

Office Symbol Date

MEMORANDUM THRU

Commander, Battalion,

FOR Commander, Brigade,

SUBJECT: Request for IDT Drill Dates Change

1. Full explanation of why the unit must change drill dates.

2. Drill date change:

From:	(Date)	MUTA:	Location:
To:	(Date)	MUTA:	Location:

3. Point of contact on this matter is (Name) at commercial (telephone Number).

Unit Commander
Signature Block

Brigade: Approved/Disapproved Date: _____

Brigade Commander
Signature Block

Forward copy of approved request to DMAIL-PTT

CHAPTER 10 TRAINING ASSISTANCE AND EXERCISES

10-1. General: There are numerous resources available to units in the area of training assistance. This chapter describes some of these resources, how to obtain them, and expands the exercise guidance contained in Chapter 3, FORSCOM/ARNG/USAR REG 350-2.

10-2. Assistance Within IL ARNG: Training assistance resources are available within the IL ARNG to provide advice and assistance to units on topics ranging from marksmanship skills to mess service. These teams are described below. Commanders requesting these resources must send a memorandum through channels to the appropriate Directorate for approval.

a. The Small Arms Readiness Training Section (SARTS) is a team that can assist units with marksmanship training. Commanders requiring assistance from this team must submit a request letter, through command channels to arrive at DMAIL-PTT NLT 180 days prior to the requested date.

b. The Food Service Assistance team can train units on mess accountability procedures and mess equipment operations. Commanders requiring assistance must send a memorandum through command channels to the Director of Logistics NLT 180 days prior to the requested date.

c. Maintenance Assistance and Instruction Team (MMIT) provides, upon request, maintenance related assistance (i.e. tactical automation, drivers training, and shop operations assistance).

d. Other training assistance is available. Commanders having a specific need should forward their request through the chain-of-command to DMAIL-PTT.

10-3. External Support: There are several options for seeking training assistance outside the IL ARNG. These include AC and reserve component personnel. Resources are described below.

a. The IL ARNG is supported exclusively by 2nd Training Support Brigade (TSB) McCoy. Since this is our single support source, all units will use a standardized procedure to identify assistance needs and to prepare and process requests.

(1) 2nd TSB is staffed with personnel who have branch expertise in combat, CS, and CSS areas. Assistance should be sought during the development phase of the YTCs. Once the YTCs have been developed, the commander, trainer, and TSB representatives must identify assistance needed to support both IDT and Annual Training.

(2) Once the assistance needs are identified for the training year, the unit commander will submit a request for assistance using the format shown at Figure 10-1. The unit commander will route each action request through the chain-of-command for approval. Once approved, brigades will forward the assistance request to POTO for review and coordination with TSB. Assistance requests will be processed so that they will arrive at the TSB NLT 180 days prior to the requested date.

(3) TSB personnel will out brief the senior IL ARNG person present after assistance has been rendered. A written copy of a brief AAR should be left with the assisted unit. Assisted units will retain copies of this After Action Report in their monthly training files for future reference.

b. The 85th (Exercise) Div., 1st Bde (Simulations) is the supporting exercise brigade located at Ft Sheridan. The 1st Bde, 85 DIV has the responsibly of exercising units and staffs from company to corps level with quality, structured battle command and staff training (e. g., BBS, CPX, STAFFEX, FTX, etc.). Requests for 85th DIV support will be forwarded through command channels to DMAIL-PTT. The requests will specify the type of exercise and requested dates.

(1) Within resource constraints commanders will plan and complete required exercises listed in Chapter 3, FORSCOM/ARNG/USAR REG 350-2. Exercise scenarios should provide an environment matching the unit's wartime mission and theater of operations.

(2) Units will forward simulation exercise cancellation requests through DMAIL-PTT to the TSB.

(a) Cancellation requests should arrive as soon as possible, but NLT 10 months prior to exercise dates.

(b) At a minimum, the cancellation request should identify the unit as priority or non-priority, show exercise dates, participants, and detailed justification/explanation for the cancellation.

c. Mobile Training Teams (MTT) consist of AC soldiers that come to the unit's location and present specifically requested training. Commanders must request these teams (using the same request format used for the TSB support (figure 10-1) through higher headquarters to DMAIL-PTT. DMAIL-PTT will review and forward the request to the appropriate authority.

d. The 35th Field Training Group is an active duty staff with personnel who have branch expertise in CA, CS, and CSS areas assigned to assist 35th Infantry Division units. Units of the 66th Infantry Brigade through the command channels to the 35th DIV can request this expertise and assistance.

10-4. Multiple Integrated Laser Engagement System (MILES): MILES equipment is available for use, with "unit sets" being provided to maneuver brigades during the September - May time frame.

10-5. Engagement Squad Trainer System (EST): EST is a simulation device for weapons marksmanship techniques to exercise squad collective training. This training device is available year round at Marseilles Training Center (MTC) and North Riverside. The schedules for usage of these devices will be through command channels in conjunction with the annual scheduling conference conducted by DMAIL-PTT.

10-6. Beam Hit System: The beam hit system is a professional do-it-yourself shooting training system. It allows the user the ability to watch their shooting performance. Trainers can respond to shooters, who show improper engagement techniques. Soldiers can apply basic fundamentals of marksmanship without using live ammo.

Unit Header

Office Symbol Date

MEMORANDUM THRU Command Channels and POTO

FOR Commander, Training Support Brigade, ATTN; Branch Assistance Team (IN, FA, SIG, etc.)

SUBJECT: Request for Training Support Brigade Assistance

1. The following request for assistance is forwarded for your review and approval.

a. Requesting unit/address/phone.
b. Point of contact, name, address, and telephone number.
c. Type of assistance requested:

(1) Number of Personnel to be trained:

(a) OFF____ NCO____ EM____

(2) Date and time required:
(3) Alternate date and time:
(4) Training location:
(5) Special equipment to be provided by supporting unit:
(6) Reference/ARTEP or METL task:

d. Latest date approval or disapproval from supporting units is desired:

2. Additional information:

Unit Commander
Signature Block

CHAPTER 11 ORGANIZATION OF THE PLANS, OPERATIONS, TRAINING AND MILITARY SUPPORT DIRECTORATE

11-1. General: This Directorate is divided into several divisions that are described below.

11-2. Plans, Operations, Training, and Military Support (POT&MS) Director: The Director has supervisory responsibilities for all actions of this directorate, and overall training readiness.

11-3. Training Division: This division has responsibility for all training operations. FTS positions in this division and responsible areas are explained below.

a. The Training Administrator has supervisory responsibility for all actions within the Training Division to include: training management, individual and collective training, scheduling and resourcing, school enrollment process, AT/ADT/ADSW orders processing, and POTO budget management.

b. The Training Officer/Specialist is responsible for developing short and long term training plans for the state, reviews and analyzes regulations, directives and documents of higher, lower and adjacent headquarters, serves as the state's marksmanship coordinator, reviews FORSCOM 5 year exercise plans, manages OMS plan, manages Combat Training Center rotations, provides special assistance to the enhanced Air Defense Artillery Batteries, manages the intelligence and language training plan for the state, reviews all requests for special skills training, and acts for the Training Administrator in his/her absence.

c. The Operations NCO is responsible for Training Management, to include, tracking and reviewing training related documents (YTC, Training Schedules) and updating all training related documents. This individual is also responsible for MTT/Special Schools, CTT, coordinating special unit training for IDT and AT periods, and takes care of the Officer and NCO Exchange Program. The Operations NCO is also the TAM System Manager.

d. The Resource NCO is responsible for local training areas, Range and Facility Management Support (RFMSS), ammunition management, publication management, technical support, Range and Training Land Program (RTLP), and training aids, devices, simulators, and systems (TADSS). This individual is also the TAMMIS manager.

e. The Training Technician/Schools Manager is responsible to review and approve individual and IRTS school applications. This NCO is also responsible for managing schools budget, overseeing orders processing for AT/ADSW and schools, projecting school requirements for out years, trap school seats for the state, and report the states utilization of school seats to NGB.

h. The Budget Technician is responsible to prepare objectives and fiscal processes for preparation and execution of organizational budget for the Plans Operations and Training Branch. Receives information and requirements from other technical personnel. Prepares the plan and submits to NGB. Performs budget management functions for current and past budget year. Creates reservations, tracks transactions, reviews obligations and reconciles unliquidated. Advises POTO and Training Administrator on all budget matters. Manages Directorate's IMPAC Card. Manages the EAGLS System for the Directorate.

i. The Budget Technician Assistant is responsible for verifying availability of funds by account and obligating funds, monitoring funds to remove revoked orders from commitment/reservation status, consolidating the IDT dates for the Training Assembly, Date and Location (TADL) roster, publishing the Master Activity Calendar, ensuring the unit's training schedules data matches the TADL. This person also performs a variety of administrative and clerical duties. Types special and recurring reports, letters, memos, etc. Maintains office files and answers telephones. May attend budget related meetings and conferences.

11-4 Marseilles Training Center (MTC): MTC has a variety of resources that are available to units. These include: small arms ranges, battalion and company size training areas, land navigation courses, the NBC proficiency course with gas chamber, and battalion training support complex. See DMAIL REG 350-11 for additional information.

11-5. Mobilization/Readiness Division: This division has overall responsibility for mobilization planning, force integration, force modernization, and Global Command and Control System (GCCS).

a. The Mobilization/Readiness Officer has supervisory responsibility for all mobilization planning and readiness actions.

b. The Mobilization Planner is responsible for coordination of mobilization planning, issuing mobilization planning guidance and supervision of unit mobilization planning. This officer also has staff responsibility over the WARTRACE program.

c. The Force Integration Officer is responsible for Force Integration, Force Modernization and Status of Resources and Training System reports.

11-6. Military Support Division: This division has overall responsibility for Military Support operations and actions. Positions in this division and responsible areas are explained below.

a. The Plans, Operations and Military Support Officer (POMSO) is responsible for the following.

(1) Preparation and maintenance of contingency plans for natural disasters

(2) Civil disturbance

(3) Land defense

(4) Military support to civil defense

(5) Military support to civil authorities

(6) Continuation of vital public services

(7) Alert and deploy National Guard forces for contingency missions

(8) State security program to include

(a) Classified information control

(b) Physical security

(c) Terrorism counteraction

(d) Communications security

(e) Intelligence security

(9) Operation of the IL ARNG Emergency Operation Center (EOC)

(10) EOC communications van

(11) Emergency communication systems

(12) Emergency regional reporting system

b. The Plans and Operation Security (OPSEC) Specialist is responsible for the development of terrorism counteraction, State Active Duty and EOC plans in addition to functioning as the point-of-contact for security and intelligence matters. Additionally, this office has overall proponency for the State Partnership Program.

c. The Plans and Operations Assistant Security Specialist assists in the development and maintenance of contingency plans, operation of EOC, operation of emergency communications, conduct of physical security inspections, and functions as the classified documents custodian for communications security (COMSEC).

11-7. Regional Training Institute: This organization is the proponent for the OCS program, NCOES schools, specific MOSQ courses, and is the point of contact on all Total Army Schools System matters.

Users of this Regulation are invited to send comments and suggested improvements through command channels to:
Department of Military Affairs State of Illinois, Attn: DMAIL-PTT, 1301 N. MacArthur Blvd. Springfield, IL 62702-2399

DAVID HARRIS
Major General, IL ARNG
The Adjutant General

DISTRIBUTION:
A

ANNEX A TRAINING REFERENCES

A-1. Regulations and Panphlets:

AR 25-400-2	The Modern Army Record keeping System
AR 30-1	The Army Food Service Program
AR 135-200	Active Duty for Training, Annual Training, and Active Duty for Special Work of individual Soldier
AR 220-1	Unit Status Reporting
AR 350-1	Army Training
AR 350-2	Opposing Force Program
AR 350-3	Tactical Intelligence Readiness Training (REDTRAIN) Program
AR 350-9 W/FORSCOM Supplement	Overseas Deployment Training
AR 350-41	Training in Units
AR 351-1	Individual Military Education & Training
AR 500-70	Military Support of Civil Defense
AR 600-20	Army Command Policy
AR 611-101	Commissioned Officer Classification System
AR 611-112	Manual of Warrant Officer Military Occupational Specialties
*AR 611-201	Enlisted Career Management Fields and Military Occupation Specialties
AR 670-1	Wear and Appearance of Army Uniforms and Insignia
*FORSCOM/ARNG/USAR REG 350-2	Reserve Component Training in America's Army
FORSCOM REG 350-4	Active Component (AC)/Reserve Component (RC) Training Association Program
FORSCOM REG 350-5	Joint Training Exercises
*FORSCOM REG 220-3	Reserve Component Training Assessment
NGR-AVN-SG	Army National Guard (ARNG) Safety and Occupational Health Program Range Range Safety Program
NGR 37-111	Financial Administration Work Workdays
NGR 350-1	Army National Guard Training
NGR 351-1	Individual Military Education and Training
NGR 600-21	Equal Opportunity
NGR 600-100	Commissioned Officers-Federal Recognition and Related Personnel Actions

NGR 600-101	Warrant Officer-Federal Recognition and Personnel Actions
NGR 600-200	Enlisted Personnel Management
NGR 680-1	1379 etc.
DA Pam 25-37	Index of Graphic Training Aids
*DA Pam 350-38	Standards in Weapons Training
DA Pam 350-100	Extension Training Materials Consolidated MOS Catalog
*DA Pam 351-4	U.S. Army Formal Schools Catalog
DA Pam 351-20 Catalog	U.S. Army Correspondence Course Program (ACCP)
FORSCOM REG 11-30	The Army CAPSTONE Program: Program Guidance
*FORSCOM Pam 135-3	Guide for Analysis of Training Performance
*DMAIL REG 190-11 w/ch 2	Physical Security of Arms, Ammunition & Explosives
*DMAIL REG 190-51 w/ch 2	Security of State and Federal Supplies and Equipment at Unit, Installation, and Armory Level
*DMAIL REG 350-2	Training Management
*DMAIL Pam 350-3	Training Ammunition Management
DMAIL Pam 351-5	Regional Training Institute
MNIL REG 350-6	Competitive Marksmanship
MNIL REG 350-8	Camp Lincoln Military Facility/Training Area
MNIL REG 350-11	Marseilles Training Area
DMAIL REG 350-13	Use and Establishment of Local Training Areas
*DMAIL REG 350-42 w/ch 1	Nuclear, Biological and Chemical Training
DMAIL REG 600-21	Equal Opportunity

A-2. DMAIL Circulars (Published Annually):

*DMAIL Cir 350-XX-3	Training Year / AT Guidance

A-3. FMs/SMCTs/TCs:

FM 19-15	Civil Disturbance
FM 21-20	Physical Readiness Training FM
*FM 25-4	How to Conduct Training Exercises
*FM 25-5	Training for Mobilization and War
FM 25-7	Training for Ranges
*FM 7-0	Training the Force

*FM 25-101	Battle Focused Training Management
*STP-21-1-SMCT	Soldiers Manual of Common Tasks SL 1
*STP-21-24-SMCT	Soldiers Manual of Common Tasks Skill Level 2/3/4
TC 25-20	A Leader's Guide to After Action Reviews

A-4. Other:

FORSCOM REG 500-3-3	Reserve Component Unit Commanders Handbook (Volume III, Part 3)
*IMP	Illinois Mobilization Plan

*Unit ARTEP-MTP

STP for each MOS and skill level contained in the unit.

*Trainer Guides/Commanders Manuals for each MOS contained in the unit.

Items indicated with an asterisk (*) are mandatory references for each full time trainer.

ANNEX B SAFETY IN TRAINING

B-1. Risk Assessment and Safety Awareness: As training in the army has become increasingly more intense and demanding, the overall level of risk inherent in training has risen. This increase of risk puts greater demands on commanders, who are the risk managers, to first, minimize the risks inherent in an operation and second, to reconcile inherent risks with essential mission requirements.

a. The risk management approach to safety requires identification of the risks associated with a particular operation and weighs those risks against the overall training value to be gained. A change in the level of mission difficulty produces a corresponding change in the risk involved.

b. Soldiers must develop a sixth sense about safety. They must be conscious of unsafe acts, see the potential for tragedy, and take steps to avoid it. Commanders must stress compliance in the following six areas:

(1) Set high standards. Set and enforce high operating standards in everything your unit does. Safety is a by-product of professionalism and of doing the job right the first time every time. By the book, disciplined operations are mandatory.

(2) Know your soldiers, their training status and their qualifications. Test new soldier's knowledge, regardless of whether or not they have been previously certified. This applies to weapons and every type of moving equipment.

(3) Know your equipment. Know its capabilities and its condition. Numerous check sheets and publications are available to guide you.

(4) Apply dispatch discipline. Many accidents involve equipment that should not even be out of the motor pool or off the heli-pad. Use equipment only when necessary and only when it can contribute to genuine training in the unit mission. Tough-minded dispatch discipline reduces exposure to accidents.

(5) Manage risks in training. Integrate the requirement for safety with the demand for realistic combat training. A high degree of safety can be achieved through the systematic management of inherent mission risks.

(6) Maintain awareness. Be constantly
aware of the mission-critical importance of safety in all of your operations. You must be ever vigilant and not allow complacency when everything is running smoothly. Continuous awareness of the requirement for integrating safety into all day-to-day unit operations is essential to maintaining peak readiness.

c. Commanders and leaders must perform risk assessment prior to all training events. Where the risk assessment index exceeds the level specified by the next higher level of command, commanders and leaders **must** request permission from the next higher level of command prior to beginning the training event.

B-2. Consistent with the Risk Assessment and Awareness Discussed, the Specific Action Leaders and Soldiers must Stress are:

a. Safety will be stressed by all levels of command and will be addressed in all OPORD. At no time will safety be compromised for training. Death or serious injuries to soldiers conducting training cannot be justified.

b. All personnel will be thoroughly briefed on the conduct of training exercises to include safety procedures and possible accident-producing conditions and hazards.

c. Individuals will be accounted for prior to and after any LFX and hazardous night training exercises.

d. LFX must employ an emergency "Cease Fire" notification system that is known to all participants.

e. Range firing is conducted IAW AR 385-62, AR 385-63 and post or local SOP.

f. Medical support will be available including evacuation by air or motor vehicle, as appropriate, during LFX.

g. Before firing blank ammunition, personnel will be briefed on the following points:

(1) No blanks will be fired unless the weapon has a blank firing adapter.

(2) NO live ammunition will be intermixed with blank ammunition. Soldiers using blank ammunition must not have access to live ammunition.

(3) Blank ammunition is dangerous at close range. The same precautions utilized during loading, unloading, and clearing weapons with live ammunition will be exercised when using blank ammunition.

(4) Soldiers will not fire M16 5.56mm blank ammo directly at anyone within 15 meters.

(5) Soldiers will not fire M60 7.62mm blank ammo directly at anyone within 40 meters.

(6) Weapons will have safety on and no ammunition chambered except when conducting train-up or participating in an exercise.

(7) All left-handed shooters will ensure that the top button of the uniform jacket is buttoned during firing.

h. All safety officers will be properly trained, and appointed. All personnel involved in the directing, laying and firing of weapons will be made fully aware of their responsibilities in carrying out fire missions.

i. Personnel will be briefed on proper methods of loading, unloading, and lifting heavy materials. Personnel will also be briefed on proper mounting and dismounting vehicles.

j. Only designated and safety briefed officers and NCOs will handle pyrotechnics. Pyrotechnics (1) and (2) below will be thrown into a pit (4 feet wide by 4 feet long by 3 feet deep, surrounded with engineer tape and clearly designated by a sign which says pyro pit) at the minimum safe range as expressed below:

(1) Hand grenade simulators - 15 meters.

(2) Ground burst projectiles - 15 meters.

(3) Smoke grenades - 5 feet.

(4) Smoke pots - 20 feet with area free from ignitable materials.

(5) Ground flares - 5 feet.

(6) Spals - 25 feet away but directed over troops.

k. Motor vehicle operators will be briefed on safe operation of vehicles both on and off roads and in bivouac areas, to include use of ground guides. Vehicle operations will be governed by the following:

(1) Only qualified, and properly licensed personnel will drive government vehicles.

(2) During the hours of daylight, drivers in Mission Oriented Protective Posture (MOPP) 2 or higher will not exceed 15 mph.

(3) During the hours of darkness, drivers in MOPP 2 or higher will not exceed 5 mph and will have an assistant driver who is not in MOPP.

(4) All personnel will wear properly adjusted passenger restraints (when available) while riding in any military vehicle.

(5) Tracked vehicles will not be operated without a driver and track commander (TC).

(6) Tracked vehicles will not close within 100 meters of Opposing Forces (OPFOR).

(7) All vehicle hatches (including cargo and troop doors) will be secured prior to movement with installed hatch locks and pins.

(8) Dismounted soldiers will **never** attempt to mount a tracked vehicle while the engine is running or in motion.

(9) All ammunition and pyrotechnics will be secured in appropriate storage containers prior to any movement of vehicles.

(10) There will be no smoking or open flames within 20 meters of any tracked vehicle.

(11) Tracked vehicles will not be operated without an operative intercom between the TC and driver or a ground guide.

l. Personnel will be instructed not to sleep in, on, under, or in close proximity to wheeled and tracked vehicles. Ground guides will be used for all vehicular movement in bivouac areas, tank park/maintenance areas.

m. The dear tick spreads Lyme's Disease. Ticks attached to the skin and tick bites will be reported to medical personnel. Personnel bitten will be evacuated to cantonment area for further evaluation. If possible, the tick will be recovered. If imbedded in the skin, leave it for medical personnel to extract.

n. Avoid snakes, rodents, or other wildlife that inhabit the training area. Animals can be dangerous. If a snake bites you, minimize your movement but let someone know immediately. Direct someone to kill or catch the snake to determine if it is poisonous, this will aid in prescribing an antidote if the snake is poisonous.

o. As a precaution during electrical storms, all metal equipment must be properly grounded; soldiers should disperse and stay away from non-grounded metal structures, high ground, and tall trees; put on poncho; lie down in prone position, and wait further instructions from the commander. Never take cover under vehicles. Stay off the radio and telephones!

B-3. Heat and Cold Injuries:

a. Training plans must consider vulnerability to heat and cold weather injuries. Guidance in preventing such injuries is found in TB Med 175, TB Med 81, Army Regulations 40-1, 40-2, and AR 40-5, with FORSCOM Supplement 1.

b. The State Surgeon/Medical Officer or, in their absence, the senior medical officer present for duty, is responsible for monitoring and dissemination of information to commanders on climatic conditions which may become a health hazard for troops training under those conditions.

c. Prior to commencing a unit's training with Chemical Protective Over Garments (CPOG) for MOPP 1 through 4, leaders will be given instruction on identifying heat stress symptoms and emergency first aid to treat those type of injuries.

B-4. Rules of Engagement: The following rules of engagement will be briefed to all unit personnel by the STX OIC or Assistant OIC **before** missions that could lead to contact. All controllers, unit leaders, and staff will be familiar with the complete rules of engagement.

a. Only designated and safety-briefed Officers/NCOs (E7 or above) will handle pyrotechnics. All pyrotechnics will be thrown into a pit at the minimum safe range of 20 meters.

b. Authorized personnel throwing pyro will wear hearing and eye protection.

c. Minimum standoff distance between friendly and OPFOR personnel is 20 meters.

d. No bodily contact! No hand-to-hand! No scuffles!

e. Controllers will have authority at the scene of engagement.

f. Force, mistreatment, physical abuse, or harassment of EPWs is prohibited. Observe the five S's.

(1) Segregate by rank, sex, and nationality.

(2) Search for weapons, military documents or equipment in the vicinity of capture.

(3) Speedily, evacuate from point of capture.

(4) Silence; prohibit any talking among EPWs for ease of control.

(5) Safeguards to prevent harm or escape.

g. Personal wallets are off-limits. Only the upper pockets on EPW shirts or BDU shirts are subject to search by "friendly" soldiers. All other pockets are safe for wallets and personal effects.

h. All searches will be under strict observation of STX controllers.

i. Do not separate weapons, equipment, or any personal property from EPWs. Rifles will be unloaded, safety on, and slung over the shoulder with barrel down.

j. EPWs will be held no longer than thirty (30) minutes. Their safety and health are the responsibility of the capturing unit.

k. There will be no resistance, escape or evasion by EPWs.

l. Friendly forces will not approach OPFOR aircraft or vehicles closer than 75 meters.

m. Do not capture, enter or drive any OPFOR vehicle.

n. Red smoke or a red star cluster means all personnel and all vehicles **must** stop in place immediately.

o. OPFOR will wear OPFOR uniforms or their camouflage cover removed from the kevlar helmet. Friendly forces will wear BDUs with TA-50.

p. Incidents where rules of engagement are ignored and soldiers are injured will result in punishment under the Military Code of Illinois, and/or DMAIL REG 25-1.

B-5. Dangers of HC Smoke:

a. Some soldiers are not aware of the hazards of hexachlorethane (HC) white smoke grenades and smoke pots. Properly used, they add realism to combat training. However, improperly used, they can kill!

b. The combustion products used in HC smoke grenades are toxic in high concentrations. Burning a mixture of granular aluminum, zinc oxide, and hexachlorethane produces the smoke. Sources of HC smoke include the AN-M8 smoke grenade.

c. **HC smoke can be dangerous if improperly used**. The smoke contains corrosive substances that can destroy lung tissue, causing lungs to fill with fluid in a condition known as "Dry-Land Drowning". In some cases, the body can also be poisoned by zinc metal oxide in the smoke. The effects are usually delayed. Soldiers don't realize they inhaled too much until hours, or even days, after the exposure.

d. Precautions on the use of HC smoke are listed on a card found in each box of 24 grenades. Technical information concerning HC smoke and health effects are in FM 3-9; Military Chemistry and Chemical Compounds, and FM 23-30; Grenades and Pyrotechnic Signals.

e. The following safety precautions will be implemented when using HC smoke:

(1) Personnel will carry their protective mask when participating in exercises that uses smoke.

(2) Personnel will mask:

(a) Before expose to any concentration of smoke produced by AN-M8 white smoke grenades or smoke pots (HC smoke) or metallic powder obscurants.

(b) When passing through or operating in dense smoke such as smoke blankets and smoke curtains (visibility less than 50 meters).

(c) When operating in or passing through a smoke haze (visibility greater than 50 meters) and the duration of exposure will exceed four (4) hours.

(d) Anytime exposure to smoke produces, breathing difficulty, eye irritation, or discomfort all similarly exposed personnel will mask.

(e) Personnel will mask when using smoke, in enclosed spaces, during Military Operations in Urban Terrain (MOUT). NOTE: The protective mask is not effective in oxygen may have been displaced.

(f) Smoke generator personnel will mask when it is impossible to stay upwind of the smoke.

f. Showering and laundering of clothing following exercises will illuminate the risk of skin irritation following exposure to smoke. Troops exposed to smoke should reduce skin exposure by rolling down sleeves.

g. Take special care when using HC smoke. Ensure that appropriate protection is provided to all personnel who are likely to be exposed. When using HC smoke in training, specific consideration must be given to weather conditions and the potential downwind effects of the smoke. Establish positive controls (observation, control points, communications) to prevent exposure of unprotected personnel.

h. The pin of the M201A1 fuse used in AN-M8 smoke grenade can be inadvertently pulled. This can occur when grenades that are not in the fiber container are placed, side by side, in boxes or out of boxes and the lever on one grenade catches in the ring pin of an adjacent grenade and either pulls or partially pulls the pin. The potential for the pin to be inadvertently pulled is significant up to the point when the grenade is places in its fiber container. When a grenade is in its fiber container, there is almost no possibility of the pin being inadvertently pulled.

i. To prevent fuss pins from being inadvertently pulled, users are cautioned to comply with the following procedures:

(1) Retain the grenades in their fiber containers until they are to be used.

(2) Always store and transport the grenades in the fiber containers.

(3) Prior to removing the grenade from the fiber container for use, observe the fuse safety pin. If it is missing, do not remove the grenade from the fiber container. If both legs of the pin are straight, or if one leg is straight and the other is bent to an angle less than 45 degrees, bend each leg 90 degrees in opposite directions.

j. The procedure outlined above should also be used for the M18 series smoke hand grenade and AN-M14 incendiary hand grenade, since they use the same fuse (M201A1) as the AN-M8 smoke grenade.

k. Applicable publications and standing operating procedures (SOP) must be reviewed to ensure procedures are established for issue, accountability, storage, handling, and employment during all training activities. AN-M8 smoke grenades will not be stored with CS grenades and will not be hung on uniforms.

l. Other smoke training where health effects must be considered includes WP, PEP, Fog Oil, Red Phosphorous (RP), colored smoke, and diesel smoke.

m. The best policy is if you are not sure, tell your soldiers to put on their protective masks.

B-6. Safety will be stressed during all aspects of Training: As minimum commanders will publish a safety annex as a part of all OPORD for field and training exercises (AT, ADT, LFX and all FTXs).

ANNEX C

REPORTS CONTROL CHART TO DMAIL REG 350-2

REPORT TITLE	DATE DUE TO POTO	REFERENCE
Non-receipt of AT FORSCOM Form 1049-R	21 days after last day of AT	para 3-4 (1)
IDT Tng Schedules	60 days before drill	para 8-3g (3)
Request for IDT Date Change	30 days prior to scheduled date	para 8-2 & 9-3a (1)
Finalized FORSCOM Form 1049-R	30 days after a major training event	para 3-3c (2)
Unit METL	60 days after receipt of WARTRACE Guidance	para 3-1
Individual Readiness Training School (Unit School)	120 days prior	para 4-5
AATAS/NGB Form 64 (School Request)	60 days prior	para 9-8
Request for Tng Assistance	180 days prior	para 10-3
Request for commercial bus move (DD Forms 1610, 1287)	90 days prior to desired date.	para 9-3
Brigade METL	30 days after receipt of WARTRACE Guidance	para 3-2
Request for MTC, Camp Lincoln, and Sparta	90 days prior to training date	DMAIL REG 350-8 & 11
Requests for Use of Federal, State, and Local Training Areas	90 days prior to training date	MNIL REG 350-13
Request for SARTs Assistance	180 days prior to desired date	para 10-2
Request for TSB Assistance	180 days prior to desired date	para 10-3
AT Ammunition Forecast Changes	120 days prior	DMAIL PAM 350-3

Ammunition Forecast Adjustments	Conjunction with SORTS Review	DMAIL PAM 350-3
Request for Exemptions from Training Exercises	10 months prior	para 6-3
PTSR (FORSCOM Form 319-R)	15 October	IMP, RCUCH
Unit Training Awards	15 November	NGR 672-1
Ammunition Requirements for next two FYs	1 December	DA Pam 350-38
1st Bde 85 Div BBS, CPX, MTT, FTX Requests	180 day prior to Training	para 10-4
Excellence in Tng Awards Program Nomination	30 September	MNIL REG 672-2

GLOSSARY

AAR: After Action Review

AC: Active Component

ADSW: Active Duty Special Work

ADT: Active Duty for Training

AFCOS: Automated Funds Control & Order system

AFTP: Additional Flight Training Period

AIT: Advanced Individual Training

ALO: Authorized Level of Organization

APFT: Army Physical Fitness Test

ARNG: Army National Guard

ARTEP: Army Training and Evaluation Program

AT: Annual Training

ATRRS: Army Training Requirements and Resources System

CA: Combat Arms

Cir: Circular

CPX: Command Post Exercise

CS: Combat Support

CSS: Combat Service Support

CTG: Command Training Guidance

CTT: Common Task Test

DMAIL: Department of Military Affairs Illinois

E-Mail: Electronic Mail

EOC: Emergency Operations Center

FIST: Fire Support Team

FLS: First Line Supervisor

FORSCOM: US Army Forces Command

FRAGO: Fragment Order

FSP: Force Support Package

FTS: Full Time Support

FTX: Field Training Exercise

FUSA: First US Army

FYTP: Five-Year Training Plan

GCCS: Global Command and Control System

IAW: In Accordance With

IDT: Inactive Duty Training

IL ARNG: Illinois Army National Guard

IRTS: Individual Readiness Training Schools

ITEP: Individual Training and Evaluation Program

ITF: Individual Training File

JLT: Junior Leader Training

JLTCDA: Junior Leader Training Civil Disturbance Period

LFX: Live Fire Exercise

LRC: Long Range Calendar

MARKS: Modern Army Record Keeping System

METL: Mission Essential Task List

MILES: Multiple Integrated Laser Engagement System

MMTC: Master Marksman Trainer Course

MOB: Mobilization

MOBEX: Mobilization Exercise

MOPP: Mission Oriented Protective Posture

MOS: Military Occupational Specialty

MOSQ: Military Occupational Specialty Qualified

MTC: Marseilles Training Center

MTOE: Modified Table of Organization and Equipment

MTP: Mission Training Plan

MTT: Mobile Training Team

MUTA: Multiple Unit Training Assembly

NBC: Nuclear, Biological, and Chemical

NCO: Noncommissioned Officer

NCODP: Noncommissioned Officer Development Program

NCOES: Noncommissioned Officer Education System

NCOIC: Noncommissioned Officer in Charge

NLT: Not later than

OC: Observer-Controller

OES: Officer Education System

OMS: Overseas Mission Support

OPDP: Officer Professional Development Program

OPFOR: Opposing Forces

OPLAN: Operation Plan

OPORD: Operation Order

OPSEC: Operations Security

OSUT: One Station Unit Training

PAM: Pamphlet

PMCS: Preventive Maintenance Checks and Services

PMI: Preliminary Marksmanship Instruction

POMSO: Plans, Operations and Military Support Officer

POM: Processing for Overseas Movement

POT&MS: Plans, Operations, Training, and Military Support

POTO: Plans, Operations, Training and Office

RFO: Request For Orders

RMP: Readiness Management Period

RTI: Regional Training Institute

SADP: State Active Duty Plan

SAIROC: Small Arms Instructor/Range Operation Course

SARTS: Small Arms Readiness Training Section

SM: Soldier Manual

SMCT: Soldier's Manual of Common Task

STAFFEX: Staff Training Exercise

STARC: State Area Command

STP: Soldier Training Publication

STX: Situational Training Exercise

TAG: The Adjutant General

TAM: Training Assessment Model

TASC: Training and Audiovisual Support Center

TC: Training Circular

TDA: Tables of Distribution and Allowances

T&EO: Training and Evaluation Outline

TEWT: Tactical Exercise Without Troops

Table(s) of Organization and Equipment

TRADOC: US Army Training and Doctrine Command

TSFO: Tactical Simulations Forward Observer

TSM: Test Site Manager

TSOP: Tactical Standing Operating Procedures

USAR: US Army Reserve

UTA: Unit Training Assembly

UMR: Unit Manning Report

WETS: Weekend Training Site

YTB: Yearly Training Briefing

YTC: Yearly Training Calendar

YTG: Yearly Training Guidance